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CIJE correspondence and meetings. Best Practices project  
report, 1993.

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22.7.93

**BALTIMORE**

**Lead Communities reconsidered**

- a. Systemic
- b. Lasting
- c. Enabling as means
  - Content through goals
- d. Standards, scope

**Seeing lay people, personnel, goals, Israel**

- CIJE contribution
  - Who will what

**Seeing the support projects**

- Monitoring, Evaluation and Feedback
- Best Practices

Therefore year 1 plan 

- planning process
- pilots

**Working together**

**BALTIMORE AGENDA**

To put across to "All of them - having a discussion of what the first year is going to bear" "

Two types of meetings:

- a. ~~Interim~~ *plenary* **A**
- b. Meeting with each community around the meals

1. What do they want to discuss
2. Their response to the question of what they want discussed - what they are planning for the year.

SW will be in touch with VFL and work out what each document will consist of.

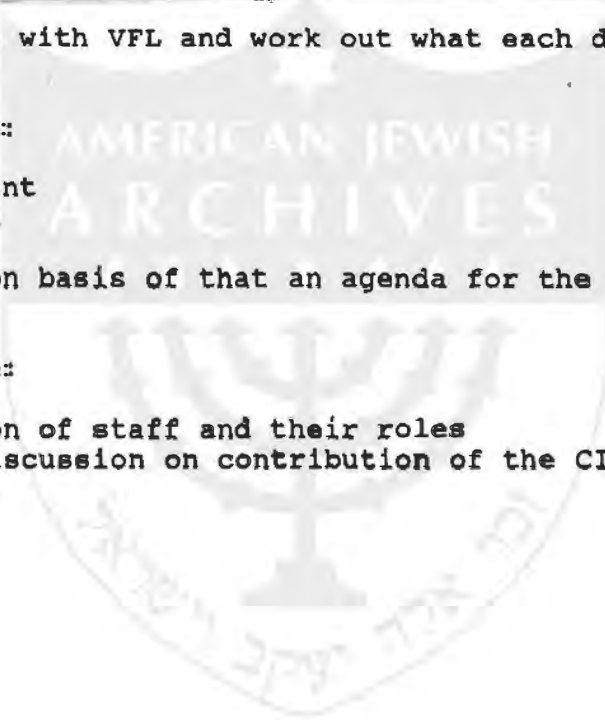
will be a composite:

- What they want
- What we want

Report back to us on basis of that an agenda for the next meeting can be prepared.

Agenda will include:

1. Introduction of staff and their roles
2. A second discussion on contribution of the CIJE to local commission.



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AGENDA FOR AUGUST STAFF MEETING:

- INDUCTION OF NEW STAFF
- PREPARATION FOR BALTIMORE MEETING
- PREPARATION FOR AUGUST 26TH BOARD MEETING
- YEAR WORK-PLAN



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

72890 (REV. 1/89) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE
<b>SUBJECT/OBJECTIVE</b>	HOCHSTEIN ASSIGNMENTS
<b>ORIGINATOR/PROJECT LEADER</b>	VFL
<b>DATE</b>	6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	7/9/93	
2.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
3.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
4.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	7/15/93	
5.	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		ARH	2/25/93	7/15/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/31/93	
7.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	



~~Secular Committee~~ 1/28  
for meeting  
w/ Ellen  
Goldring

MEMO TO: Morton L. Mandel DATE: June 2, 1993  
FROM: Virginia F. Lewis  
SUBJECT: Agenda for August 26 CIJE Executive Committee and Board Meetings

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. Introductory Remarks
- ~~II. Progress Report~~ *to*
- ~~III. Update on staffing~~ *Winter deployment around \$*
- ~~IV. Budget Report~~
- III. Approval of fiscal 1993-94 budget. *Calendar year?*
- IV. *Proposed Workplan (MW)*
- IV. Discussion of CIJE as a fund raider, not a funder, for the Lead Communities.
- V. Development report by AJN. *18 pages*

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statement of  
MCA and  
1992

We propose the following from which to select for the Board meeting:

- I. Progress Report *show in cell*
- 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. Work of field researchers in the Lead Communities
  - C. Progress of local commissions

Adon  
The output of the  
educators' plan +  
LW 7

We may wish to invite Milwaukee to respond to Chuck's report, as the community which has advanced farthest on the CIJE agenda.

### III. Monitoring, Evaluation and Feedback Report

A. "Teaser" report on Educators Survey - Ellen Goldring

B. Update on the overall project - Adam Gamoran

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

### IV. Update on Best Practices and Pilot Projects

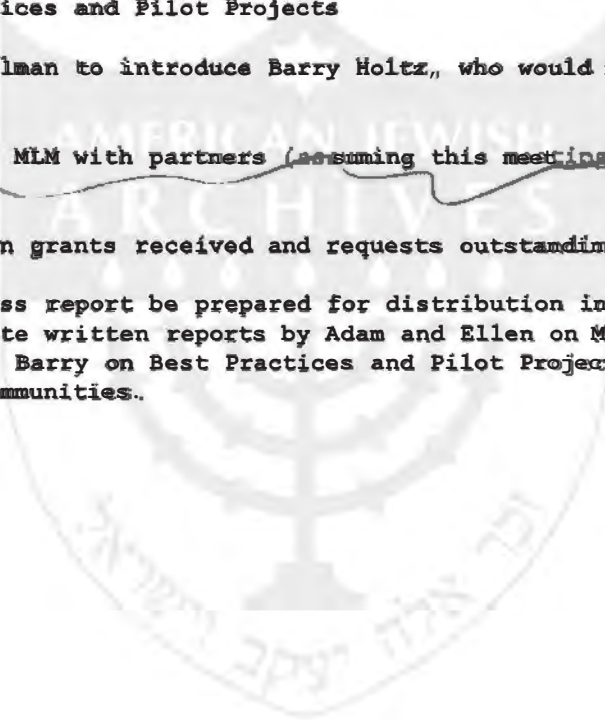
We might ask Jehn Colman to introduce Barry Holtz, who would make the report.

V. ~~Report on meeting of NLM 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.

*Blumenthal*  
*July 1981*



To: SF & AH

From: SW

Date: June 6th 1993

Re: CIJE

Budget  
JF  
BOG agenda  
sept Garry  
Dinity  
2 pictures  
Sam Lee

1) Shulamith Elster will be in Milwaukee on June 16th.

From Danny Pekarsky last fax it is unclear whether he will be able to join her on that date.

In case he can join her he needs guidelines for that day, particularly with regards to the issues he raised in his last memos, ( the tension between MAJE and local CIJE seems to be a major concern ).

I suggest SF calls him up, to check if he can go, and to discuss the best approaches to be taken during that visit.

I Danny P. cannot go, do we want Shulamith to go?

Do we want to provide her with some guidelines for that visit?

2) VFL mentioned in the minutes of the last CIJE staff telecon, that a request for material on the Educated Jew came. She further mentions that material re that project be sent within two weeks.

During the last May seminar, a set of the Educated Jew was given to Chaim Botwinick. Two other sets were left with Ginny in Cleveland.

Do we want to give them out to Atlanta and Milwaukee?

If not what other material is to be sent within two weeks?

3) Re : CIJE Board meeting agenda for August 28th 1993.

Did SF discuss the proposal with MLM?



**4) Next CIJE / LC Seminar:**

**We have to decide when and where this seminar will take place.**

**See my proposal from May 17th . ( attached )**

**5) CIJE / Denominations Seminar.**

**Here as well we have to decide soon when and where will this seminar take place.**

**See proposal from May 17th . ( attached )**

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 )

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 Goal 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 )

DRAFT 7/27/93

AGENDA  
CIJE STAFF TELECON  
July 29, 1993  
9:00 AM (EDT)

Participants: Seymour Fox, Annett Hochstein, Steve Hoffman, Alan Hoffmann, Barry Holtz, Ginny Levi, Shmuel Wygodin, Henry L. Zucker

Assignment

- I. Review minutes of July 22 WFL
- II. Review assignments of July 22 WFL
- III. Aug. 26 Board Meeting
- A. Contacts with contacts WFL
- Anything we need to consider in planning meeting?
- B. Status of materials to be mailed in advance SWSW
- 1. Gannett report
2. Holtz report
3. Progress reports
- C. Review agendas (Any revisions?) WFL
1. Executive Committee
2. Board
- D. Reminder of schedule WFL
1. Aug. 25, 1-5 PM at JICA - Planning meeting
2. Aug. 26, UJA/Federation
- a. 9:30 Aer refreshments
- b. 10-11:30 Exec. Com.
- What staff people should we suggest be present?
- c. Aug. 26, 12-1 - Lunch
- d. Aug. 26, 1-4 - Board meeting
- e. Aug. 26, 4-5 - Debrief (Any change in this?)

- IV. Staff meeting (Aug. 19-20, Am. Friends of Hebrew U.) VFL/SW
  - A. Should Ellen Goldring's memo on the ~~data~~ analysis of the ~~principal~~ survey be discussed at this meeting? If not, when/where will it be considered?
  
- V. Lead Communities Joint Meeting (Aug. 23-24, Baltimore) SW/vfl
  - A. CIJE team to meet at 10:30 am
  - B. Lead Community representatives to arrive for lunch
  - C. Status of SW calls for input to agenda
  - D. If Adam is expected to make a presentation on ~~ref~~, he would like to know in advance.
  
- VI. ~~Report on conversation with John Ruskey~~ BH
  
- VII. Status reports on communities Team
  - A. Atlanta
  - B. Baltimore
  - C. Milwaukee
  
- VIII. Schedule next telecon VFL
  - None



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: July 22, 1993

DATE MINUTES ISSUED: July 26, 1993

PRESENT: Seymour Fox, Annette Hochstein, Stephen Hoffman,  
 Alan Hoffmann, Barry Holtz, Virginia Levi (Sec'y),  
 Shmuel Wygoda, Henry L. Zucker

COPY: Gail Z. Dorph, Morton L. Mandel

I. The minutes and assignments of June 30 were reviewed.

- Assignment A. SF will talk with David Hirschhorn about finalizing arrangements for a Blaustein grant as soon as Mr. Hirschhorn has recovered from his recent surgery. It still seems likely that we will be able to announce the grant on August 26.
- B. MLM is trying to arrange a meeting with Garrison Keiser in New York, He hopes to speak with Mr. Keiser before he meets with SF in Israel on August 3.
- C. MLM plans to talk with Erica Jesselson about how the Jesselson family will relate to CIJE. He will suggest that a family member serve on the board. He hopes to hold this meeting prior to the August board meeting.
- Assignment D. It was agreed that we need to develop a more systematic approach to the distribution of CIJE materials. A case in point is the haphazard way in which the publication on Best Practices in Supplementary Schools was distributed. BH will meet with Jon Woocher to get some guidance on how we might identify appropriate audiences. That meeting will be for information, only.
- E. Another item for future CIJE consideration is the status and best use of senior advisors.
- Assignment F. VFL will work with CJF to schedule a meeting of CIJE with Lead Community representatives on Tuesday, November 16.
- Assignment G. SHH will call Carl Sheingold to talk about a CIJE slot on the GA agenda.

III. August 26 Board Meeting Preparations

A. Camper Calls

Counselors are beginning to make phone calls and will submit written reports to VFL as they are completed. Barry Holtz will talk with

Billie Gold, VFL will get SF a California phone number for Seymour Martin Lipset.

B. Materials to be mailed in advance.

1. Barry Holtz has submitted a report on best practices. He will have feedback from the Mandel Institute by July 27.
2. Adam Gamoran will have his paper to ABH around July 27. 27.

C. It was agreed to recommend that the following materials be included in the meeting books:

1. Minutes of February board meeting.
2. Progress report.
3. Best Practices report.
4. Monitoring, evaluation and feedback report.
5. Bios on Gail Dorph, Adam Gamoran, Ellen Goldring, Alan Hoffmann and Barry Holtz.
6. Board and staff lists.

III. August Staff Meeting

- A. The meeting will take place at the American Friends of Hebrew University, 11 East 69th Street, New York. It will begin on August 19 at 10 a.m. and conclude on August 20 at 4 p.m.
- B. Participants will include Gail Dorph, Seymour Fox, Ellen Goldring, Annette Hochstein, Barry Holtz, Alan Hoffmann, Ginny Levi and Shmuel Wygoda.
- C. The agenda will include the following:
  1. Bringing new staff people on board.
  2. Preparations for Baltimore meeting.
  3. Preparations for board meeting.
  4. Develop annual work plan.

IV. Lead Communities Joint Meeting

- assignment
- A. The meeting on August 23 will begin with lunch at noon at THE ASSOCIATED in Baltimore. It will go into the evening on Monday and conclude by 4 p.m. on Tuesday, August 24. CIJE staff will meet at THE ASSOCIATED by 10:30 a.m. to do final planning for the meeting.
- B. The meeting will focus on each community's plans for the year. (Each will be asked to prepare a written document in advance.) We seek the following products during this year:
1. Complete the educators surveys and data analysis and plan for personnel development in each community.
  2. Continue to gather data.
  3. Develop action plans.
  4. Clarify monitoring, evaluation and feedback work.
  5. Integrate the goals project and best practices work.

It was suggested that each Community needs a strategic vision to shape approaches and outcomes. This will be the primary topic of discussion among CIJE staff at 10:30 on August 23 in Baltimore.

- assignment
- V. A draft letter reporting on the Best Practices project from Barry Holtz to Rachel Cowan was discussed. It was concluded that the letter is fine as is, but it was suggested that a sentence be added indicating that BH looks forward to meeting to discuss plans for the future.

It was noted that we should give greater attribution to the Cummings Foundation. The foundation name will be included in future editions of the Best Practices in Supplementary Schools report. It was noted that whenever we write anything about a funded project, we should be certain to refer to the funder.

BH was asked about feedback he has received to the report. He noted that while feedback has been generally very positive, people have noted that it would be useful to have more analysis on how a successful school achieved that success. It was noted that in-depth portraits are the best way to achieve that goal and will be included in future editions.

It was suggested that Rachel Cowan be invited to the August 26 board meeting as a guest.

VI. Status Reports on Communities

A. Milwaukee

SHH reported having spoken with Howard Neistein about Milwaukee's needs for planning. It appears that Milwaukee is seeking ongoing guidance to walk them through the process of strategic planning. Neistein is not planning to be deeply involved in this process.

Assignment

It was suggested that ADH should consider what kind of planning help Milwaukee requires and how to proceed with this.

VFL noted a request from Ruth Cohen for suggestions of someone to lead a Milwaukee discussion on visioning in October. [The retreat originally scheduled for August has been rescheduled for October and this is the event at which they wish to have guidance from a person with "vision."] They have invited Barry Chazan, who is not available. If CIJE wishes to have input into the selection of a discussion leader, we should move quickly.

B. Atlanta

SHH reported that Steve Gelfand is planning to become the lead planner on the education agenda in Atlanta. He is anxious to see Atlanta move forward with CIJE this summer. It was proposed that a teleconference be scheduled with Gelfand to discuss his thinking prior to the Baltimore meeting. VFL will try to arrange this for Thursday, July 29 at 10 a.m. [Later: Gelfand reported to VFL that it is premature to have such a telecon. He is at a very preliminary point in his thinking and wants to talk with local lay leaders before meeting with CIJE.]

C. Baltimore

It was concluded that a teleconference with Darrell Friedman is not necessary. Communication appears to be good and Baltimore is not waiting for a telecon.

It was noted that Baltimore is in the final stages of approving a strategic plan. VFL will get a copy of that plan from Mark Gurvitz and send it to Israel. [Later: Mark did not have the plan. Chaim Botwinick indicated that it is to be approved on July 30 and that he will send it to both Cleveland and Israel following that approval.]

VII. The next telecon is scheduled for Thursday, July 29 at 9 a.m. eastern daylight time.



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7/8/90 (REV. 1/79) PRINTED IN U.S.A.

<b>FUNCTION</b>	CJJE STEERING COMMITTEE	
<b>SUBJECT/OBJECTIVE</b>	FOX ASSIGNMENTS	
<b>ORIGINATOR/PROJECT LEADER</b>	VFL	<b>DATE</b> 7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn..		SF	7/22/93	8/15/93	
2.	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 d. Florence Melton e. Isadore Twersky		SF	2/25/93	8/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process..		SF	3/31/93	12/1/93	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73400 (REV. 1/89) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE		
<b>SUBJECT/OBJECTIVE</b>	HOCHSTEIN ASSIGNMENTS		
<b>ORIGINATOR/PROJECT LEADER</b>	VFL	<b>DATE</b>	7/22/93

No.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DOE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a recommendation for a policy on the use of materials and data generated by CIJE.		ARH	7/9/93	8/12/93	
2.	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		ARH	2/25/93	8/15/93	
3.	With SF and BH, draft a job description for Barry Moltz.		ARH	5/19/93	8/19/93	
4.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	8/31/93	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7/22/93 (REV. 1/79) WASHINGTON, D.C.

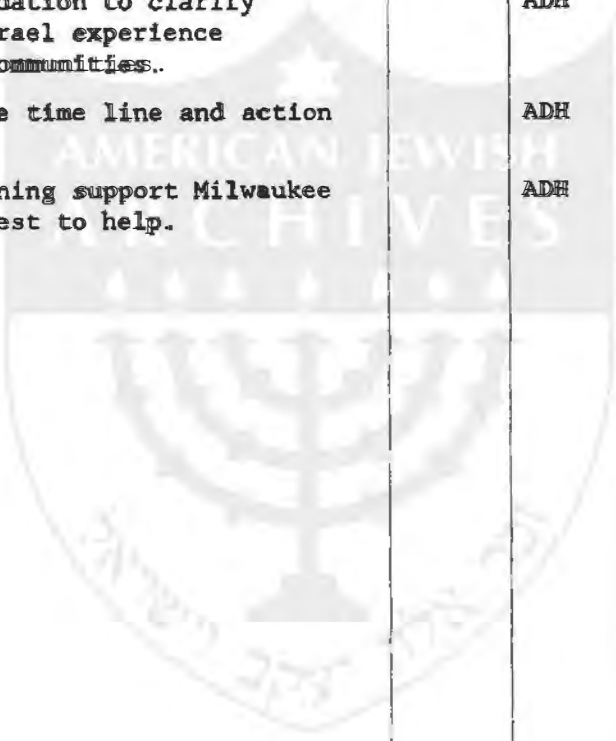
FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	S HOFFMAN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Explore availability and cost of office space at UJA/Federation ..		SHH	7/9/93	7/30/93	
2.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant..		SHH	6/8/93	8/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz		SHH	2/25/93	8/15/93	
4.	Call Carl Sheingold to talk about CIJE slot on the GA agenda.		SHH	7/22/93	8/19/93	
5.	With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	TBD	
6.	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	
7.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	TBD	

- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 73820 (REV. 1/88) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	A HOFFMANN
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DATE DATE	COMPLETED OR REMOVED DATE
1.	Draft a mission statement for the Lead Communities project.		ADH	7/22/93	8/19/93	
2.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ADH	7/22/93	8/19/93	
3.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ADH	7/22/93	8/19/93	
4.	With staff, prepare time line and action plan for CIJE.		ADH	6/17/93	8/20/93	
5.	Consider what planning support Milwaukee requires and how best to help.		ADH	7/22/93	TBD	





- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73800 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Complete and mail report to Cummings Foundation.		BH	7/22/93	8/2/93	
2.	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. Billie Gold d. Neil Greenbaum - done e. Thomas Hausdorff f. Mark Lainer - done g. Matthew Maryles * done h. David Teutsch - done		BH	6/30/93	8/15/93	
3.	Meet with J. Woocher for guidance on approach to mailing publications.		BH	7/22/93	8/19/93	
4.	With SF and ARH, draft a job description for Barry Holtz.		BH	5/19/93	8/19/93	
5.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	8/21/93	
6.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/15/93	
7.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
8.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	
9.	Begin work with Baltimore on a pilot project.		BH	3/5/93	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	7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Schedule joint telecon of search and executive committees to consider Hoffman appointment; prepare bios on CIJE staff; draft talk piece on Lead Communities.		VFL	7/9/93	7/22/93	
2.	With SW, draft a written progress report to be sent to the board in early August.		VFL	6/17/93	8/1/93	
3.	Work with CJF to schedule a meeting of CIJE with Lead Community representatives on 11/16, in conjunction with the GA.		VFL	7/22/93	8/19/93	
4.	With ARM, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	8/31/93	
5.	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	10/1/93	
6.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
7.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

23W60 (REV. 1/78) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE
<b>SUBJECT/OBJECTIVE</b>	HANDEL ASSIGNMENTS
<b>ORIGINATOR/PROJECT LEADER</b>	VFL
<b>DATE</b>	7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DOE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	8/15/93	
2.	Consider establishing a finance committee.		MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	



- ASSIGNMENTS
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78996 (REV. 1/89) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE		
<b>SUBJECT/OBJECTIVE</b>	ZUCKER ASSIGNMENTS		
<b>ORIGINATOR/PROJECT LEADER</b>	VFL	<b>DATE</b>	7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting.		HLZ	6/30/93	7/15/93	
2.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		HLZ	6/8/93	8/15/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE.		HLZ	4/29/93	8/15/93	
4.	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.		HLZ	7/9/93	7/30/93	
5.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	8/15/93	
7.	Encourage MLM to talk with Corky Goldman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	TBD	
8.	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	

MEMO TO: Gail Dorph, Seymour Fox, Annette Hochstein, Stephen Hoffman,  
Alan Hoffmann, Barry Holtz, Morton L. Mandel, Shamel Wygonka,  
Henry L. Zucker

FROM: Virginia F. Levi

DATE: July 27, 1993

SUBJECT: Camper Reports

COPY TO: Barry Holtz

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Enclosed please find the following camper reports:

1. David Teutsch
2. Matthew Maryles
3. Neil Greenbaum

Additional reports will be forwarded as they are received.

Camper Report

July 21, 1993  
Barry Holtz

Re: Rabbi David Teutsch  
Reconstructionist Rabbinical College

I spoke with David Teutsch today and filled him in on the background of the CIJE. David does intend to attend the Board meeting on August 26th. He basically knew the picture about the Commission and had some knowledge of the lead communities effort. He's certainly interested in being involved, although he was somewhat unclear about what this particular board is supposed to do-- in a sense this expresses our ongoing question vis a vis the board.

I emphasized a few points: that the board was supposed to offer advice and counsel to the CIJE; that the board meeting was an excellent forum for the discussion of major issues related to Jewish education; that it was a chance to express issues of interest to the Reconstructionist movement; that it was an opportunity for networking. He was happy to be involved in all of this. (I should point out that I believe there is a lingering disappointment that the RRC did not receive a MAP grant, as did HUC, JTS, YU. This will not, however, dampen his desire to be on the board, but we should keep this in mind.)

FYI: One further off the record point about Teutsch for those that don't know him: he's a bright guy, but is in no way a heavy duty Jewish scholar/religious personality that Art Green is. Nor does he have pretensions of being that. He is much more of a Reconstructionist movement person and is more connected to their congregations. He very much sees the mission as getting the Reconstructionist Rabbinical College on a firmer footing financially, rather than reinventing Reconstructionism as a religious concept.



Camper Report

July 23, 1993  
Barry Holtz

Re: Matt Maryles

I spoke with Matt Maryles yesterday about the upcoming Board meeting and other activities of the CIJE. Matt is planning to attend the meeting. Generally, Matt was supportive of the work of the CIJE, but expressed a concern that it "was a great idea with a lot of promise, but things had gotten bogged down."

I talked to him briefly about the complications involved in working on such a new idea with local communities that had never given a lot of planning time (and thought) to Jewish education. I also assured him that I personally was feeling a good deal of optimism these days about the CIJE and that I thought both the upcoming news on staffing and the greater clarity of mission that had been evolving with the three local communities boded well for the future. He told me he was pleased to hear my optimism and looked forward to good news about the CIJE's activities.

It was certainly a positive call, but the lingering questions about process, speed, etc. were expressed.

Camper Report

July 26, 1993

Barry Holtz

Re: Neil Greenbaum

I spoke with Neil Greenbaum today about the upcoming Board meeting. He was unclear if he could come because the unveiling of his father's gravestone may be scheduled around the same time and many people in his family would be coming in for that event. His assumption was that he would not be at the meeting. He's happy, of course, to stay on the board and by and large he had no pressing issues vis a vis CXJE.

I spoke with him briefly about the agenda of the upcoming meeting and he seemed to have no particular issues on his plate. (He was impressed to hear that Chuck Ratner would be chairing the session on the Lead Communities at the meetings. "That's what Mort can do," he said. "He can get Chuck for this kind of thing. For JESNA we always had trouble signing Chuck up for anything.")

He did mention that he was going to be involved with the CJF continuity Commission. For me, once again, it raised the issue of the conflict, or shall we say, "tension" between these two institutions, although Neil himself raised no such question.

7/16/93

GIJE BOARD MEETING

August 26, 1993

AGENDA

(Lunch 12 \* 1:00; Meeting 1 - 4:00)

I. Welcome and Progress Report

Introductory remarks, comment on GIJE role with respect to Lead Communities, etc., and introduce Alan Hoffmann.

II. Comments

Alan Hoffmann

Introduce Gail Dorph, comment on new status of Barry Holtz, discuss staffing.

III. Overview of the Lead Communities Project

Charles Ratner

Responses by chairs of Lead Community projects:

Atlanta \* William Schatten

Baltimore - Genine Fidler, Ilene Vogelstein

Milwaukee - Jane Gellman, Louise Stein

IV. Monitoring, Evaluation & Feedback Report

A. Introductory Remarks

Esther Leah Ritz

B. Update on Overall Project

Adam Gamoran

C. Preliminary Report on Educators' Survey

Ellen Goldring

V. Update on Best Practices & Pilot Projects

A. Introductory Remarks

John Colman

B. Report

Barry Holtz

VI. D'var Torah

TBD

10:6 88.33 7111





**MELTON  
RESEARCH  
CENTER**  
for Jewish Education

Jewish Theological Seminary  
3080 Broadway  
New York, NY 10027  
(212) 678-8031  
Fax (212) 749-9085\*

To: Shmuel Wyzda  
 At FAX Number: Mandel  
 From: Barry Holtz  
 Date: July 13  
 Total pages including this one: 1

RE:

Shmuel - I tried to send via internet. I wish to know if you can help. The file was  
 via internet. I wish to know if you can help. The file was  
 via internet. I wish to know if you can help. The file was

Barry

\*If you experience difficulty transmitting to this FAX number, please use the JTS main FAX number as an alternate: (212) 678-8947. Please indicate that this message should be forwarded to the Melton Research Center. Thank you.

## Memo

July 13, 1993  
 To: CIJE Board  
 From: Dr. Barry W. Holtz  
 Re: Update--The Best Practices Project

The Best Practices Project is an operation that has many long-range implications. Documenting "the success stories of Jewish education" is something that has never been done in a systematic way and it is a project that cannot be completed within a short range of time. This memo outlines the way that the Best Practices Project should unfold over the next 1 to 2 years.

### Documentation and Work in the Field

The easiest way to think about the Best Practices Project--and probably the most useful--is to see it as one large project which seeks to examine eight or nine areas (what we have called "divisions"). The project involves two phases of work. First, is the documentation stage. Here examples of best practice are located and reports are written. The second phase consists of "work in the field," the attempt to use these examples of best practice as models of change in the three Lead Communities.

The two phases of the Best Practices Project are only partially sequential. Although it is necessary to have the work of documentation available in order to move toward implementation in the communities, we have also pointed out previously that our long-range goal has always been to see continuing expansion of the documentation in successive "iterations." Thus, the fact that we have published our first best practice publication (on Supplementary Schools) does not mean that we are done with work in that area. We hope in the future to expand upon and enrich that work with more analysis and greater detail.

In the short run, however, we are looking at the plan below as means of putting out a best practices publication, similar to what we've done for the Supplementary School division, in each of the other areas. What we have learned so far in the project is the process involved in getting to that point. Thus it appears to be necessary to go through the following stages in each of the divisions:

#### The Steps in Documentation: First Iteration

Preliminary explorations: to determine with whom I should be meeting  
 Stage one: Meeting (or multiple meetings) with experts  
 Stage two: Refining of that meeting, leading to a guide  
                   for writing up the reports.  
 Stage three: Visiting the possible best practices sites by expert  
                   report writers  
 Stage four: Writing up reports by expert report writers  
 Stage five: Editing those reports  
 Stage six: Printing the edited version  
 Stage seven: "Advertising" and Distributing the edited version

#### Next Steps

For this memo, I've taken each "division" and each stage and tried to analyze where we currently are headed:



1) Supplementary schools: Mostly done in "iteration #1". There may be two more reports coming in which were originally promised.

2) Early childhood programs

Here we are at stage five. The volume should come out at the end of the summer.

3) JCCs

Here we are at stage three. This will require visits, report writing, etc. The JCCA is our partner in implementing the documentation.

4) Day schools

Here we are at stage one, two or three, depending on the denomination. Because this involves all the denominations, plus the unaffiliated schools, this will be the most complicated of the projects for the year.

5) College campus programming

Here we are at stage three, with the national Hillel organization as a partner. One question to deal with is non-Hillel campus activities and how to move forward with that. As to Hillel programs, we need to choose report writers, visit sites, etc.

6) Camping/youth programs

Here we are at the preliminary stage. We should be able to have a stage one meeting this year. It's probably fairly easy to identify the right participants via the denominations and the JCCA.

7) Adult education.

Here we are at the preliminary stage. We should be able to have a stage one meeting this year. Here gathering the right participants is probably more complex.

8) The Israel experience

We hope to move this project forward with consultation from the staff of the CRB Foundation. As they are moving forward with their own initiative, we hope to be able to work on the "best practice issues" involved with the successful trip to Israel.

9) Community-Wide initiatives

Finally, I have recommended 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. This project would use JESNA's assistance could probably be launched rather quickly.

Lead Communities: Implementation-- and How to do it

In previous reports I have quoted Seymour Fox's statement that the Best Practices Project is creating the "curriculum" for change in the Lead Communities. This applies in particular to the "enabling options" of building community support for Jewish education and improving the quantity and quality of professional educators. It is obvious from the best practice reports that these two elements will appear and reappear in each of the divisions under study.

The challenge is to develop the method by which the Lead Community planners and educators can learn from the best practices that we have documented and begin to introduce adaptations of those ideas into their own communities. This can occur through a wide range of activities including: presentations to the local Lead Communities commissions about the results of the Best Practices Project, site visits by Lead Community lay leaders and planners to observe best

practices in action; visits by best practices practitioners to the Lead Communities; workshops with educators in the Lead Communities, etc. The Best Practices Project will be involved in developing this process of implementation in consultation with the Lead Communities and with other members of the CIJE staff. We have already discussed possible modes of dissemination of information in our conversations with the three communities.

#### How can we spread the word?

The first report on supplementary schools has engendered a good deal of interest in the larger Jewish educational community. One issue that the CIJE needs to address is the best way to make the results of the Best Practices Project available. How should the dissemination of materials take place? How should the findings of this project have an impact on communities outside of the Lead Communities? Certainly we should find ways to advertise and distribute the materials as they are produced. Perhaps we should also begin to consider a series of meetings or conferences open to other communities or interested parties, as the project moves forward.

07:13:17 +0300

Date: Wed, 28 Jul 1993 23:14 CDT  
From: <GAMORAN@WISCONSIN>  
Subject: progress report for CIJE board  
To: MANDELOPH@JIVISS  
Original\_To: MANDEL  
Original\_cc: ELLEN

CIJE Project on Monitoring, Evaluation, and Feedback  
in Lead Communities

Progress Report -- August 1993

How will we know whether the Lead Communities have succeeded in creating better structures and processes for Jewish education?

On what basis will CIJE encourage other cities to emulate the programs developed in Lead Communities? Like any innovation, the Lead Communities Project requires a monitoring, evaluation, and feedback (MEF) component to document its efforts and gauge its success.

By monitoring we mean observing and documenting the planning and implementation of changes. Evaluation entails interpreting information in a way that strengthens and assists each community's efforts to improve Jewish education.

Feedback consists of oral and written responses to community members and to the CIJE.

This progress report describes the activities in which the project has been engaged during 1992-93 and the products it has yielded. The main activities include: (1) Ongoing monitoring and documenting of community planning and institution-building; (2) Development of data-collection instruments; (3) Preparation of reports for CIJE and for community members.

I. Ongoing Monitoring and Feedback To carry out on-site monitoring, we hired three full-time field researchers, one for each community. The field researchers' mandate for 1992-93 centered on three questions:

(1) What is the nature and extent of mobilization of human and financial resources to carry out the reform of Jewish education in the Lead Communities?

(2) What characterizes the professional lives of educators in the Lead Communities?

(3) What are the visions for improving Jewish education in the communities?

The first two questions address the "building blocks" of mobilization and personnel, described in A Time to Act as the essential elements for Lead Communities. The third question raises the issue of goals, to elicit community thinking and to stimulate dialogue about this crucial facet of the reform process.

Monitoring activities involved observations at virtually all project-related meetings within the Lead Communities; analysis of past and current documents related to the structure of Jewish education in the communities; and, especially, numerous interviews with federation professionals, lay leaders, rabbis, and educators in the communities.

Each field researcher worked to establish a "feedback loop" within her own community, whereby pertinent information gathered through observations and interviews could be presented and interpreted for the central actors in the local lead community process. We are providing feedback at regular intervals (generally monthly) and in both oral and written forms, as appropriate to the occasion. An important part of our mission is to try to help community members to view their activities in light of CIJE's design for Lead Communities. For example, we ask questions and provide feedback about the place of personnel development in new and ongoing programs.

We are also providing monthly updates to CIJE, in which we offer fresh perspectives on the process of change in Lead Communities, and on the evolving relationship between CIJE and the communities. For instance, in July 1993 we presented views from the communities on key concepts for CIJE implementation, such as Lead Community Projects, Best Practices, and mobilization. This feedback helps CIJE staff prepare to address community needs.

## II. Instrumentation

### A. Interview Protocols

The MEF team developed a series of interview protocols for use with diverse participants in the communities. These were field tested and then used beginning in late fall, 1992, and over the course of the year. The interview schema for educators were further refined and used more extensively in spring, 1993.

### B. Survey of Educators

We also played a central role in developing an instrument for a survey of educators in Lead Communities. The MEF team worked with members of Lead Communities, and drew on past surveys of Jewish educators used elsewhere. The survey was conducted in Milwaukee in May and June, 1993, and it is scheduled to be implemented in Atlanta and Baltimore in the fall of 1993.



The purpose of the educator survey is to establish baseline information about the characteristics of Jewish educators in each community. The results of the survey will be used for planning in such areas as in-service training needs and recruitment priorities. The survey will be administered (was administered in Milwaukee's case with a response rate of 86%) to all teachers in the Lead Communities. Topics covered in the survey include a profile of past work experience in Jewish and general education, future career plans, perceptions of Jewish education as a career, support and guidance provided to teachers, assessment of staff development opportunities, areas of need for staff development, benefits provided, and so on.

### III. Reports

#### A. Reports on the Professional Lives of Jewish Educators

Each community is to receive three types of reports on educators:

A qualitative component, describing the interview results; a quantitative component, presenting the survey results; and an integrative component, which draws on both the qualitative and quantitative results to focus on policy issues. The schedule for delivering these products is dictated by the specific agendas of each community.

The qualitative reports elaborate on elements of personnel described in A Time to Act, such as recruitment, training, rewards, career tracks, and empowerment. Examples of key findings in reports written so far are the extent of multiple roles played by Jewish educators (e.g., principal and teacher; teacher in two or three different schools), and the tensions inherent in these arrangements; the importance of fortuitous entry into the field of Jewish education, as opposed to pre-planned entry, and the challenges this brings to in-service training; and the diversity of resources available to professional development of Jewish educators, along with the haphazard way these resources are utilized in many institutions.

#### B. Reports on Mobilization and Visions

Information about mobilization and visions has been provided and interpreted for both CIJE staff and members of Lead Communities at regular intervals. In September, we are scheduled to provide a cumulative Year-1 report for each community which will pull together the feedback which was disseminated over the course of the year. These reports will also describe the changes and developments we observed as we monitored the communities over time.

#### IV. Plans for 1993-94

## A. Ongoing Monitoring and Feedback

A central goal for 1993-94 will be the continued monitoring and documenting of changes that occur in the areas of educational personnel, mobilization, and visions. In addition, we are proposing to play a larger role than we initially anticipated in the community self-studies, just as we did with the educators survey. (The educators survey is in fact the first element of the self-study, as described in the Planning Guide.)

In the spring, our field researcher for Atlanta notified us that she would be resigning her position, effective July 31. Although we regret her resignation, we are trying to use it to our advantage by hiring a replacement whose skills fit with the evolving responsibilities of the MEF project. The new field researcher in Atlanta will have expertise in survey research, and will play a lead role in working with the communities to carry out the self-studies.

## B. Outcomes Assessment

Although specific goals for education in lead communities have yet to be defined, it is essential to make the best possible effort to collect preliminary quantitative data to use as a baseline upon which to build.

We are proposing to introduce the diagnostic Hebrew assessment for day schools, created by Professor Elana Shohamy of the Melton Centre in Jerusalem, as a first step towards longitudinal outcomes analysis. The great advantage of the Shohamy method is its value as a diagnostic tool, encouraging schools to use the results of the assessment to guide their own school improvement efforts. The tests have common anchor items, but are mostly designed especially for use in each school.

### C. Encouraging Reflective Communities

The MEF project will be successful if each Lead Community comes to view evaluation as an essential component of all educational and social service programs. We hope to foster this attitude by counseling reflective practitioners -- educators who are willing to think systematically about their work, and share insights with others -- and by helping to establish evaluation components in all new Lead Community initiatives.

MEMO TO: Gail Dorph, Seymour Fox, Ellen Geldring, Annette Hochstein, Alan Hoffmann, Barry Holtz, Shmuel Wygoda,  
FROM: Virginia F. Levi *Virginia*  
DATE: July 26, 1993  
SUBJECT: August Staff Meeting

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This will confirm plans for a meeting of the group listed on this memo on Thursday, August 19 and Friday, August 20 in New York. The meeting will begin promptly at 10:00 a.m. on Thursday and conclude on that day at 8:30 p.m. We will reconvene at 8:45 a.m. on Friday and conclude by 4:00 p.m.

The meeting will take place at:

American Friends of the Hebrew University  
Institute of Contemporary Jewry  
11 East 69th Street  
New York, NY 10021  
FAX: 212-744-2324  
PHONE: 212-472-9800

I look forward to seeing you there.

reabody College

VANDERBILT UNIVERSITY



NASHVILLE, TENNESSEE 37203

TEL: 615/534-1111 FAX: 615/534-1111

Department of Educational Leadership : Box 219 : Phone: 615/534-1111

To: Ginny Levi

From: Ellen Goldring

Re: Educator Survey; Principal Questionnaire

Date: July 23, 1993

I have just received the following fax from Nancy Hendrix regarding the data for the Principal's ((educational directors/leaders)) version of the educator survey. As you may recall, Milwaukee is in the process of collecting surveys from educational leaders now.

I have asked Nancy to give me an estimate for data entry only. We are hopeful that once we hire a new field researcher to replace Claire, s/he will be able to analyze the data.

How do you suggest we proceed? I do not think we need an immediate decision, as questionnaires are still being sent back to Ruth.

10:06 AM, 7/23/93



To: Ellen Goldring

From: Nancy Hendrix

Subject: Estimate for Principal Questionnaire Entry

I have estimated what it would cost for us to do the entry, verification, and coding of open-ended and fixed response questions for the principal study. If we spread the costs of data entry as well as coding and verification among the three cities in the same way that we did before, Milwaukee and Atlanta would each pay \$220, and Baltimore would pay \$1100. If Milwaukee were the only city, they would pay \$1320 since the cost of open-ended questions, training, etc. would be borne by them alone. If for some reason, each of the three cities has about the same number of questionnaires, we can simply divide \$1540, the total for processing between 60 and 200 questionnaires, by three.

Much of the cost, again, is based on the length of the questionnaire which requires not only more time to enter each response but, more importantly, more initial time in training entry personnel on the floor points of entry especially in regard to the large number of "other" answers. Unfortunately even though the teacher's and principal's questionnaires will be alike, the answers to "others, please specify" may not be. In any case, time will be expended determining whether or not to code the dozens of "other" answers exactly as in the teacher's questionnaire or differently.

If for some reason, each of the three cities has about the same number of questionnaires, we can simply divide \$1540, the total for 150 questionnaires by three. We are set up for handling large numbers of questionnaires; there really is an economy of scale, so that the per questionnaire cost turns out to be much higher for every part of the process when we are dealing with small numbers.

We have finished the data entry for the educator's questionnaire except for an additional packet which arrived Monday. Thus we can begin the analysis since we have been assured that no more questionnaires will be sent. Let me hear from you if you have additional information on crosstabs and correlation preferences. I have your fax which I am using as a guide. I will call with any additional questions as we proceed. I am looking forward to the analysis phase.

JUL 23 '93 11:29

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10:6 36. 22 77

## VIEWPOINT

# Surveying changes, challenges in Jewish life

MORTON L. MANDEL Special to the CJN

It is absolutely mind-boggling to consider the enormous changes and challenges that have surfaced in Jewish life, just during my lifetime.



Mandel

In my youth, there were powerful influences on my sense of Jewishness, but they did not come from an intensive and challenging formal Jewish education. Rather, I absorbed my Jewishness by osmosis. I breathed it in every day at home. I learned Jewish values and traditions from the way my parents and my older brothers and sister lived their lives. As part of that reality, I also knew I had no other choice but to be Jewish. Assimilation was not an option. The larger society made sure of that.

Compare that sense of Jewishness with the enormous range of opportunities and lifestyle options that are available for Jewish youth today. Jewishness is no longer a "permanent possession" that comes automatically from one's family. Rather, it is now a way of life to be embraced by choice and conviction. What a tremendous shift, just in my lifetime.

What challenges we face as we consider our responsibility to build Jewish continuity. We can no longer perpetuate our culture simply by having children.

In addition, in my youth, there was the sharp distinction between Jewishness as a personal, private, family matter and one's desire to "make it" — to succeed in the larger society. We wanted to become part of "mainstream America," and not have our Jewishness be an obstacle to social integration into the larger society. This distinction between being Jewish at home, and just a "person" in the marketplace, was a dominant factor in my youth.

A good example of change is the way the Jewish community center was first perceived in North America. I know this field. I have devoted part of my life to building the community-center movement.

At first, the JCC was conceived to integrate Jews into the American society. How could we take an immigrant population and teach them the ways of the new world? The JCC, also known as the "Settlement House," was a marvelous bridge into mainstream America.

Now, the exact opposite is true. The concern of community centers in America today is to help people discover their Jewishness and the roots of their identity.

That is a 180-degree shift.

What has also taken place for Jews is the shift from being either invisible, or marginal, in the larger society, to being an active political voice in American life. Jews stand up, as Jews, in either the

## We can no longer perpetuate our culture simply by having children.

Republican or Democratic parties, and in virtually every part of American life. Just being Jewish in the private realm is a phenomenon of the past.

And yet, alongside this great gift of integration, and of dignity, we find an enormous growth in assimilation. There is a fear that we could disappear as a significant group in the Diaspora in the next hundred years.

I mention all of this to indicate why, after my having so many years of involvement in communal life, in federations, in community centers, I have chosen to be involved, with almost a single-minded passion, in fostering the growth and intensity of Jewish education in Jewish com-

munities throughout the world.

I believe that, if we build intensive frameworks of Jewish learning, if we recruit and inspire outstanding educators to seek innovative ways to interpret our tradition and history, we can defeat the forces of assimilation.

As a result, efforts in which I am deeply involved in America and worldwide have chosen to focus on first: building a community climate that places the highest priority on Jewish education and, second: bringing into this work outstanding people. It is people who will build Jewish continuity. It is a combination of great ideas and inspired lay leaders, scholars and educators that will change the trend lines.

We are challenged to build Jewish continuity in a "climate of freedom." In devoting our lives to Jewish education, we are proclaiming that it is not the enemy outside that will keep us together, but shared values and experiences that give meaning to Jewish life.

*Morton L. Mandel, a Cleveland businessman and philanthropist, is the founding chairman of the Council of Initiatives in Jewish Education. These remarks were presented at a recent Hebrew University luncheon in Jerusalem, where he was honored.*



Will there be a written work plan to distribute to executive committee members on Aug 26?

I am trying to figure out whether there should be separate meeting books for that group.

Anything else they'll need for that meeting?

LG

AGENDA  
CIJE STAFF TELECON  
July 22, 1993  
9:00 AM (EDT)

Participants: Seymour Fox, Annette Hochstein, Steve Hoffman, Alan Hoffmann, Barry Holtz, Ginny Levi, Shmuel Uygoda, Henry L. Zucker

Assignment

V & VI

Review minutes of June 30 VFL

Review assignments of June 30 VFL

III. Aug. 26 Board Meeting

A. Contacts with camps VFL

- 1. Status of calls
- 2. Reassign Billie Gold - for this meeting, only

B. Status of materials to be mailed in advance SW

C. Materials for meeting books VFL

- 1. Minutes of Feb. Board meeting
- 2. Progress Report
- 3. Gamoran and Holtz reports
- 4. Board and Staff lists

IV. Staff meeting

A. Times: 10 am on 8/19 to 4 pm on 8/20

B. Location: American Friends of Hebrew University?

C. Agenda

D. Attendance

VFL/SW

*Induction of New staff Preparation for Baltimore Board meeting*

V. Lead Communities Joint Meeting

A. Jerusalem stimulation

B. Status of agenda planning

*Purpose: to work up all of the work on 1st year. Prog & content of year!*

ARH

VI. Discuss BH draft letter to Rachel Cowan

*Item in BH draft letter. Public & Private meeting*

BH

VII., Status reports on communities

Team

A. Atlanta

B. Baltimore

C. Milwaukee

VIII. Schedule next telecon

WEL

Thurs... July 29, 9:00 am (EDT)



ADDITIONAL AGENDA ITEM FOR TELECON

1.1. VGL should be asked about arranging for ADH to meet with Baltimore Senior Federation people while he is there. Senior Federation

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 30, 1993

DATE MINUTES ISSUED: July 1, 1993

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

COPY: Morton L. Mandel

I. The minutes and assignments of June 16 were reviewed.

**V A** SE is completing the needs assessment requested by the Jim Joseph Foundation and will send a copy to Israel.

Assignment **/ B.** SF is scheduled to talk with David Blumenthal of Emory University in Switzerland in mid-July.

Assignment **/ C.** BH will take over SE's camper assignments, including David Teutsch in place of Arthur Green. It was suggested that Gail Dorph be asked to take Billie Gold.

**/ D.** SF has drafted a letter outlining the Blaustein grant and has sent it to David Hirschhorn for comment. It is anticipated that this will be resolved in time to announce the grant at the August board meeting.

**/ E.** The position description for Barry Holtz will be completed by the conclusion of the staff seminar in August.

**V.** HLZ was encouraged to follow up with MLM to suggest a phone call to Gershon Kekst as soon as possible. Mr. Kekst is scheduled to meet with SF in Israel in early July. It was felt that it would be helpful if MLM would speak with him prior to that meeting.

Assignment **/ G.** It was suggested that it is important for us to maintain a good relationship with the Jesselson family and to keep that family represented on the CIJE board. HLZ will follow up with MLM and encourage him to invite someone from the Jesselson family to the August meeting. It was suggested that this is a high priority item.

Assignment **/ H.** BH will discuss with SF the advisability of involving each of the movements in the day school Best Practices project.

I, It was suggested that development of a schedule for keeping board members informed and communicating more broadly about the centrality of personnel and community mobilization are issues for the August staff meeting.

II. August 26 Board Meeting

A. Contacts with Campers

ignment

A draft outline for camper calls had been distributed and was discussed briefly. It was agreed that Israel will review the outline and related talking points and suggest revisions to VFL by 7/6/93.

Assuming Marvin Lender agrees to join the board, SHH will be his counselor.

B. Lead Communities Presentation

ignment

It was suggested that VFL draft a letter from MLM to the lay chair of each Lead Community, inviting them to the August 26 meeting, asking them to be prepared to share brief remarks, and promising to be in touch regarding specifics closer to the time of the meeting.

C. Materials to be mailed in advance

ignment

ignment!

ignment!

- 1. BH will prepare a progress report on Best Practices.
- 2. SW will ask Adam Gamoran to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.
- 3. VFL and SW will draft a progress report which will emphasize advances which have been made since January with the Lead Communities and staffing changes. Reference will be made to the educators' survey.
- 4. It was noted that a paper on Best Practices in early childhood may be ready for distribution at the meeting, but is unlikely to be ready in time to mail in advance.
- 5. It was suggested that the educators' survey questionnaire be made available at the meeting.

III. Other upcoming meetings

A. Staff seminar

ignment

It was agreed that a meeting of the staff will be held in New York on August 19 and 20. HLZ will talk with MLM about the advisability of negotiating with JCCA for office space in New York. Depending on the

outcome of that discussion, we will work toward holding the meeting either at JCCA or at the American Friends of Hebrew University.

B., Lead Communities seminar

Assignment 1. A joint seminar of the Lead Communities is scheduled to take place in Baltimore on August 23 - 24. The Federation exec of each community will be invited to attend and, in the case of Atlanta and Baltimore, will be notified that the lay heads of the CIJE project of Milwaukee will be there and that they are invited to include their lay leaders, as well. In addition, invitations will be sent to Lauren Azoulai in Atlanta, Chaim Botwinick, Nancy Kutler, and Marshall Levin in Baltimore, and Ruth Cohen and Howard Neistein in Milwaukee. SHH will follow up with Neistein and encourage his attendance.

Assignment The starting time of the seminar may depend on when people can reach Baltimore. VFL will check travel options and make a recommendation.

Planning for the seminar will take place during the staff meetings during the preceding week.

2. The agenda of the meeting will be prepared by Israel, based on a simulation which will be conducted during July. The Israeli team will consult with the Lead Communities, but it was felt that it is unnecessary to include any Lead Community representatives in the simulation.

It was noted that the agenda should provide concrete links to the previous meeting, focusing on decisions made at that meeting and progress toward their implementation.

3. Scheduling future meetings

Assignment The next joint meeting of Lead Communities is scheduled to occur in conjunction with the GA in Montreal in November. VFL will call Joan Strauss at CJF to inquire about the schedule of meetings for planners. It is anticipated that the Lead Communities seminar might take place on the Tuesday and Wednesday of the GA.

IV. Status of Senior Advisors

SHH reported that in conversations held in Israel, it was clear that the senior advisors should play an important role for CIJE as we move ahead. It was agreed that we should make better use of this group and keep them better informed. This will be an important topic for the staff seminar in August.

V. Status reports on Lead Communities

A. Atlanta

Lauren Azoulai will meet with the Israeli team on July 8.

Assignment

It was reported that Claire Rottenberg's father recently passed away. HLZ will prepare a condolence letter from CIJE.

B. Baltimore

The Israeli team and SHH met with Darrell Friedman in Jerusalem. The conclusion was that Friedman will take a greater role in the project and is serious about seeing that it moves forward. Chaim Botwinick is to be in charge and the lay leader is now in place.

Assignment

A telecon is to be scheduled for the Israeli team with the Baltimore staff to discuss next steps in moving the project forward. SW will provide the details to VFL who will make the arrangements.

C. Milwaukee

There was a meeting of the Milwaukee commission on June 16, attended by SE and Daniel Pekarsky. Jonathan Woocher lead a session on "visioning." It was noted that the activity was interesting, but did not meet the expectations of either the community or our staff. Pekarsky will submit a more detailed written report.

VI. The next telecon is scheduled for Wednesday, July 14 at 9:00 a.m. SHH will be in Philadelphia and will try to arrange his schedule so that he can participate.





PRIMUM INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL, PAGES 10.1-3  
FOR GUIDANCE ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

78990 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	DORPH ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board member in preparation for August 26 meeting and send brief report to VFL:</p> <p>1. Billie Gold</p>		GD	6/30/93	7/15/93	





- ASSIGNMENTS  
 ACTIVE PROJECTS  
 RAW MATERIAL  
 FUNCTIONAL SCHEDULE

73850 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a letter to David Hirschhorn for review by SHH, MIM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	7/10/93	
2.	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 d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	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

73892 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DOE DATE	COMPLETED OR REMOVED DATE
1.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ADH ARH	5/14/93	7/9/93	
2.	Draft CIJE organization chart.		ADH ARH	6/17/93	7/9/93	
3.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ADH ARH	1/28/93	7/15/93	
4.	Draft a mission statement for the Lead Communities project.		ADH ARH	5/19/93	7/15/93	
5.	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		ARH	2/25/93	7/15/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/31/93	
7.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73890 (REV. 1/81) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	A HOFFMANN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With ARH, prepare time line and action plan for CIJE.		ARH	6/17/93	8/15/93	





- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73800 (REV. 2/88) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage Howard Neistein to attend the Lead Communities seminar.		SHH	6/30/93	7/15/93	
2.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Goodman b. Marvin Lender c. Norman Lipoff d. Charles Ratner e. Bennett Yanowitz		SHH	2/25/93	7/15/93	
4.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	TBD	
5.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	TBD	
6.	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	



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 03899 (REV. 1/88) PRINTED IN U.S.A.

FUNCTION	CJJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with SF the advisability of involving each of the movements in the day school Best Practices project.		BH	6/30/93	7/6/93	
2.	Prepare a memo summarizing proposal on distribution of CJJE materials.		BH	5/28/93	7/15/93	
3.	Brief David Teutsch, new CJJE board member..		BH	6/16/93	7/15/93	
4.	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. Neil Greenbaum d. Thomas Hausdorff e. Mark Lainer - done f. Matthew Maryles g. David Teutsch		BH	6/30/93	7/15/93	
5.	Prepare a progress report on Best Practices.		BH	6/30/93	8/1/93	
6.	With SF and ARH, draft a job description for Barry Holtz.		BH	5/19/93	8/19/93	
7.	Work with Atlanta on filling the position of Director of the Lead Community project..		BH	6/16/93	12/93	
8.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
9.	Begin work with Baltimore on a pilot project..		BH	3/5/93	TBD	
10.	Work with Milwaukee on pilot projects..		BH	4/29/93	TBD	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73804 (REV. 1/89) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE		
<b>SUBJECT/OBJECTIVE</b>	LEVI ASSIGNMENTS		
<b>ORIGINATOR/PROJECT LEADER</b>	VFL	<b>DATE</b>	6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft letters inviting Lead Community lay leaders to the August 26 board meeting.		VFL	6/30/93	7/2/93	
2.	Prepare invitation letters to Lead Communities joint seminar.		VFL	6/30/93	7/2/93	
3.	Check travel options and make a recommendation on starting time for Lead Community seminar.		VFL	6/30/93	7/2/93	
4.	Prepare a matrix of current and potential funders and staff assignments.		VFL	6/17/93	7/9/93	
5.	Prepare a matrix of pending grant requests.		VFL	6/17/93	7/9/93	
6.	Call Joan Strauss, CJF, re: schedule of GA meetings for the purpose of scheduling Lead Communities seminar.		VFL	6/30/93	7/14/93	
7.	After receiving details from SW, arrange a telecon for Israeli team to discuss with the Baltimore staff the next steps in moving the project forward.		VFL	6/30/93	7/15/93	
8.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/31/93	
9.	With SW, draft a written progress report to be sent to the board in early August.		VFL	6/17/93	8/1/93	
10.	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	10/1/93	
11.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

72500 (REV. 1/78) PREMIS INUSA

SEE MANAGEMENT MANUAL VOLUME 1.1 FOR GUIDELINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	WYGODA ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUPLICATE	COMPLETED OR REEVALUATED DATE
1.	Review the camper calls outline and related talking points and suggest Israeli team's revisions to VFL.		SW	6/30/93	7/6/93	
2.	Provide VFL with details on telecon for the Israeli team with Baltimore staff.		SW	6/30/93	7/6/93	
3.	Ask AG to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.		SW	6/30/93	8/1/93	
4.	With VFL, draft a written progress report to be sent to the board in early August.		SW	6/30/93	8/1/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73090 (REV. 1/89) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE	
<b>SUBJECT/OBJECTIVE</b>	ZUCKER ASSIGNMENTS	
<b>ORIGINATOR/PROJECT LEADER</b>	VFL	<b>DATE</b> 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REDUCED DATE
1.	Write condolence letter to Claire Rottenberg.		HLZ	6/30/93	7/2/93	
2.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting.		HLZ	6/30/93	7/6/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE.		HLZ	4/29/93	7/6/93	
4.	Talk with MLM about the advisability of negotiating with JCCA for office space in New York.		HLZ	6/30/93	7/6/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	7/31/93	
8.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
9.	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	
10.	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	TBD	

BOARD MEETING  
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
FEBRUARY 25, 1993  
2:00 P.M. - 3:30 P.M.  
UJA/FEDERATION OF JEWISH PHILANTHROPIES  
NEW YORK CITY

Attendance

Board Members:: David Arnow, Daniel Bader, Mandell Herman, Charles Bronfman, Gerald Cohen, John Colman, Neil Greenbaum, Mark Lainer, Seymour Martin Lipsat, Morton Mandall, Matthew Maryles, Melvin Merians, Charles Ratner, Esther Leah Ritz, Richard Scheuer, Ismar Schorsch, Isadore Twersky

Consultants  
and staff:: Shulamith Elster, Seymour Fox, Ellen Goldring, Roberta Goodman, Robert Hilt, Annette Hochstein, Stephen Hoffman, Barry Holtz, Virginia Levi, James Meier, Arthur Naparstek, Arthur Rotman, Barry Shrage, Jonathan Woocher, Shmuel Wygoda, Henry Zucker

I. Opening Remarks

The chair welcomed board members to this meeting and introduced Daniel Bader of the Helen Bader Foundation, newly appointed board member, and Shmuel Wygoda, a member of the staff of the Mandel Institute, Jerusalem. He reviewed the materials in the meeting workbook, calling particular attention to updates on the best practices project and the monitoring, evaluation and feedback project.

The chair noted that CIJE has a very strong board representing a wealth of combined experience in Jewish communal endeavors and impressive ongoing interests as noted by the turnout at the annual meeting. He noted that the professional team is in formation. Dr. Shulamith Elster, Chief Education Officer, is devoting full time to CIJE as are the three field researchers, and Dr. Barry Holtz will come on board full time in June. The remainder of the staff is working on a part-time basis and we continue to seek the right person to take on the role of full-time executive director. He noted that the organization is establishing several board committees and intends to work through the committee process. The committees and their chairs are as follows: Best Practices, John Colman; Lead Communities, Charles Ratner; Monitoring, Evaluation and Feedback, Esther Leah Ritz. CIJE will shortly be sending board members a list and brief summaries of the committees and will invite them to indicate their preferences. The committees will be asked to write up their charge, share it with the full board for reaction, and then set priorities and work plans.



## II. Monitoring in the Lead Communities

The chair noted that the board would now have an opportunity to look closely at the monitoring, evaluation and feedback project of CJFE. The project is directed by Adam Gamoran, Professor of Sociology and Educational Policy Studies at the University of Wisconsin-Madison. The Associate Director is Dr. Ellen Goldring, Professor of Educational Leadership at Vanderbilt University. Dr. Goldring is filling in for for Dr. Gamoran this year while he serves as a Fulbright Scholar at the the University of Edinburgh. In addition, the project has hired three full-time field researchers, one working in each of the Lead Communities. Roberta Goodman, the field researcher for Milwaukee was present with Dr. Goldring for the presentation on monitoring, evaluation and feedback.

### A. Rationale

As an innovative project, the work with Lead Communities must be studied to document its efforts and gauge its success. How will we know whether the Lead Communities have succeeded in creating better structures and processes for Jewish education? On what basis will CJFE encourage other communities to emulate the programs developed in the Lead Communities?

The objectives of the project are as follows:

1. Evaluate the success of the Lead Communities in creating improved structures and processes for Jewish education.
2. Gather information which can be used by other communities to emulate successful programs developed in the Lead Communities.
3. Document the processes, efforts, programs, and impact of the Lead Communities project.
4. Provide the Lead Communities with ongoing, timely information as planning and implementation proceed.
5. Provide an open exchange of experiences, ideas, information, and successes among the three communities.

Monitoring involves observation and documentation of planning and implementation. Evaluation provides for interpretation of information to strengthen and support each community's efforts. Feedback offers oral and written response to the communities and CJFE.

### B. Content and Early Focus

In its initial stages, the project is studying the process of change and its product. The field researchers are looking at the extent of community mobilization--breadth and depth of participation. They are also studying the nature of the professional life of Jewish educators.

in the communities, i.e. the conditions under which they work. In addition, they are documenting the "structure and culture" of each community in order to study how a particular configuration might influence change. Finally, they are documenting the process to "strengthen the collective memory" in an effort to attribute long-range change to our work.

The goal during the first year is to monitor the process of becoming a Lead Community and to focus on the current state of affairs and the vision of change in each community. The project is focusing initially in four areas.

1. Introducing the field researchers to the communities--helping them to learn about the communities and establishing an effective relationship with the communities.
2. Focusing the content on launching and gearing up the process.
3. Emphasizing the CIJE goals of working with personnel and community mobilization.
4. Helping each community to believe in the importance of evaluation.

C. As a demonstration of the kind of interviews being undertaken in the communities, Dr. Goldring then conducted an interview with Ms. Goodman.

1. Who are the researchers and how are they working in Lead Communities?

The researchers bring a variety of perspectives. One is a sociologist, the second a secular classroom teacher, and the third a formal Jewish educator. They work as a team, consulting and checking regularly with each other.

2. What is the researcher's role?

The researchers serve as the mirrors of the communities. They let the communities know how their work is being perceived and provide them with an opportunity to confirm their approach or revise it.

3. What methodologies other than interviews are the researchers using?

They are reviewing records and reports provided by the communities on earlier work in the area of Jewish education. They attend planning meetings, conduct observations, and take detailed notes. They stay in close touch with all that is happening in the community in order to be familiar with the range of activities.

4. How was entry into the communities negotiated?

The researchers were introduced to the communities by Shulamith Elster. Following this initial introduction, local lay leaders and professional staff have helped pave the way. The researchers have discovered that when they are properly introduced in advance, the interviewing process goes very smoothly.

5. How are the communities responding to the idea of evaluation?

While people are somewhat uncomfortable with the idea of evaluation, the communities seem to respond generally favorably. In the case of Milwaukee, the fact of having been selected as a Lead Community provides some reassurance that they are generally on the right track. With this in mind, the researcher is relatively well accepted. The response of professional educators to the evaluation process is especially enthusiastic as they realize that someone is paying attention to them and that their opinions are valued.

C. Discussion

The presenters were asked whether there is any fear that active involvement in the process will change the product. It was noted that evaluation cannot be divorced from implementation, but that the emphasis is on process. The communities articulate the goals and the evaluators measure the outcomes. One step in the documentation process is to lay out biases from the start.

It was suggested that it is important that the researchers and the local community work together as allies. One outcome of this process should be to develop the sense within the communities that an ongoing evaluation component is critical to all serious projects undertaken by a community. It was suggested, in fact, that the process of establishing and implementing the Lead Communities project itself be monitored and evaluated.

It was suggested that the field researchers be invited to meet with the local commissions in their respective communities to explain their work. It was noted that the board committee on monitoring, evaluation and feedback might be helpful in encouraging support of the project among local lay leaders.

The process we are undertaking to model evaluation, evaluate, and show how evaluation can impact the process is a complicated but very important one.

III. Concluding Comments

The meeting concluded with a thoughtful D'var Torah delivered by Neil Greenbaum, president of JESNA.

#### 4) Staff seminar

##### Desired outcomes:

- Bringing the old and new staff and consultants in sync with regards to the next steps of the CIJE .
- Clarifying the role of each staff member and consultant
- Defining the objectives for the short, middle and long range ( simulation Jerusalem )

Agenda: To be determined after the Simulation



#### 5) CIJE / LC second seminar: Baltimore

##### Desired outcomes:

- Reinforcing the partnership between CIJE & LC
- Finalizing each LC workload for 1993/94
- What does each LC have to achieve
- Acquainting the LC with the full CIJE team and their roles
- Presenting the CIJE program for 1993/94 ( simulation )

##### Agenda:

Each Lead Community has been asked about their suggestions for the meeting in Baltimore. Upon completion of the simulation in Jerusalem we will send them our proposal for comments and final setting.

**MELTON  
RESEARCH  
CENTER**  
for Jewish Education

> r - V'

Jewish Theological Seminary  
3080 Broadway  
New York, NY 10027  
(212) 678-8031  
Fax (212) 749-9085\*

To: Shmuel Wiyeda  
At FAX Number: N Mandel  
From: Barry Holtz  
Date: July 13  
Total pages including this one: 4

RE:

Shmuel - I tried to send this electronically  
via internet. I think it may not have  
worked. Let me know. The file was  
added Board. ;)

Barry

\*If you experience difficulty transmitting to this FAX number,,  
please use the JTS main FAX number as an alternate: (212) 678-8947..  
Kindly indicate that this message should be forwarded to the Melton  
Research Center. Thank you.



## Memo

July 13, 1993  
 To: CIJE Board  
 From: Dr. Barry W. Holtz  
 Re: Update—The Best Practices Project

The Best Practices Project is an operation that has many long-range implications. Documenting "the success stories of Jewish education" is something that has never been done in a systematic way and it is a project that cannot be completed within a short range of time. This memo outlines the way that the Best Practices Project should unfold over the next 1 to 2 years.

### Documentation and Work in the Field

The easiest way to think about the Best Practices Project—and probably the most useful—is to see it as one large project which seeks to examine eight or nine areas (what we have called "divisions"). The project involves two phases of work. First, is the documentation stage. Here examples of best practice are located and reports are written. The second phase consists of "work in the field," the attempt to use these examples of best practice as models of change in the three Lead Communities.

The two phases of the Best Practices Project are only partially sequential. Although it is necessary to have the work of documentation available in order to move toward implementation in the communities, we have also pointed out previously that our long-range goal has always been to see continuing expansion of the documentation in successive "iterations." Thus, the fact that we have published our first best practice publication (on Supplementary Schools) does not mean that we are done with work in that area. We hope in the future to expand upon and enrich that work with more analysis and greater detail.

In the short run, however, we are looking at the plan below as means of putting out a best practices publication, similar to what we've done for the Supplementary School division, in each of the other areas. What we have learned so far in the project is the process involved in getting to that point. Thus it appears to be necessary to go through the following stages in each of the divisions:

#### The Steps in Documentation: First Iteration

Preliminary explorations: to determine with whom I should be meeting  
 Stage one: Meeting (or multiple meetings) with experts  
 Stage two: Refining of that meeting, leading to a guide  
                   for writing up the reports.  
 Stage three: Visiting the possible best practices sites by expert  
                   report writers  
 Stage four: Writing up reports by expert report writers  
 Stage five: Editing those reports  
 Stage six: Printing the edited version  
 Stage seven: "Advertising" and Distributing the edited version

#### Next Steps

For this memo, I've taken each "division" and each stage and tried to analyze where we currently are headed:



1) Supplementary schools: Mostly done in "iteration #1". There may be two more reports coming in which were originally promised.

2) Early childhood programs

Here we are at stage five. The volume should come out at the end of the summer.

3) ICCs

Here we are at stage three. This will require visits, report writing, etc. The ICCA is our partner in implementing the documentation.

4) Day schools

Here we are at stage one, two or three, depending on the denomination. Because this involves all the denominations, plus the unaffiliated schools, this will be the most complicated of the projects for the year.

5) College campus programming

Here we are at stage three, with the national Hillel organization as a partner. One question to deal with is non-Hillel campus activities and how to move forward with that. As to Hillel programs, we need to choose report writers, visit sites, etc.

6) Camping/youth programs

Here we are at the preliminary stage. We should be able to have a stage one meeting this year. It's probably fairly easy to identify the right participants via the denominations and the ICCA.

7) Adult education.

Here we are at the preliminary stage. We should be able to have a stage one meeting this year. Here gathering the right participants is probably more complex.

8) The Israel experience

We hope to move this project forward with consultation from the staff of the CRB Foundation. As they are moving forward with their own initiative, we hope to be able to work on the "best practice issues" involved with the successful trip to Israel.

9) Community-Wide initiatives

Finally, I have recommended 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. This project would use JESNA's assistance could probably be launched rather quickly.

### Lead Communities: Implementation-- and How to do it

In previous reports I have quoted Seymour Fox's statement that the Best Practices Project is creating the "curriculum" for change in the Lead Communities. This applies in particular to the "enabling options" of building community support for Jewish education and improving the quantity and quality of professional educators. It is obvious from the best practice reports that these two elements will appear and reappear in each of the divisions under study.

The challenge is to develop the method by which the Lead Community planners and educators can learn from the best practices that we have documented and begin to introduce adaptations of those ideas into their own communities. This can occur through a wide range of activities including: presentations to the local Lead Communities commissions about the results of the Best Practices Project, site visits by Lead Community lay leaders and planners to observe best

practices in action; visits by best practices practitioners to the Lead Communities; workshops with educators in the Lead Communities, etc. The Best Practices Project will be involved in developing this process of implementation in consultation with the Lead Communities and with other members of the CUE staff. We have already discussed possible modes of dissemination of information in our conversations with the three communities.

#### How can we spread the word?

The first report on supplementary schools has engendered a good deal of interest in the larger Jewish educational community. One issue that the CUE needs to address is the best way to make the results of the Best Practices Project available. How should the dissemination of materials take place? How should the findings of this project have an impact on communities outside of the Lead Communities? Certainly we should find ways to advertise and distribute the materials as they are produced. Perhaps we should also begin to consider a series of meetings or conferences open to other communities or interested parties, as the project moves forward.



A group of experts was gathered together to discuss the issue of best practice in the supplementary school. The group included, along with Dr. Shulamith Elster and myself:

Dr. Isa Aron (HUC-Los Angeles)  
Dr. Sherry Blumberg (HUC-Los Angeles)  
Ms. Gail Dorph (University of Judaism, Los Angeles)  
Dr. Samuel Heilman (Queens College, NY)  
Ms. Carol Ingall (Melton Research Center and BJE, Providence, RI)  
Ms. Vicky Kelman (Melton Research Center and Berkeley, CA)

Based on that meeting I then wrote a guide for looking at Best Practices in the Supplementary School. A team of report writers was assembled and assignments were given to the team to locate both good schools and good elements or programs within schools (such as parent education programs). The report writers were:

Ms. Kathy Green (Reconstructionist Rabbinical College, Philadelphia)  
Ms. Carol Ingall (Melton Research Center and BJE, Providence, RI)  
Dr. Samuel Joseph (HUC-Cincinnati)  
Ms. Vicky Kelman (Melton Research Center and Berkeley, CA)  
Dr. Joseph Reimer (Brandeis University)  
Dr. Stuart Schoenfeld (York University, Toronto)  
Dr. Michael Zeldin (HUC-LA)

We now have reports on eight schools as written up by the group members and these have been published in draft form. I want to indicate that in our view this is only the first step of a publication process and the draft was originally intended for internal use of the CIJE only. To our surprise (and perhaps we were naive not to anticipate this!!) when the word about the reports began to circulate, the CIJE felt it could not keep the reports as an internal matter and a draft version was prepared for more general circulation.

In the future we would like to see more schools and programs included in the inventory as well as reports that would describe the best practices in more depth than was possible in the publication currently available.

I included an essay as an introduction to the draft which tried to summarize what might be learned about successful practice in the supplementary school from the Best Practices Project up to this point.

As I point out in the introduction, the first results indicate that, indeed, there are successful supplementary schools and we are finding representative places that are worth hearing about



and seeing. In the spirit of Professor Lee Shulman's talk at the 1991 CJE General Assembly, we have discovered real examples that "prove the existence" of successful supplementary schools. These are sites that people in the Lead Communities can look at, visit and learn from.

The final phase of year one-- introducing change into the three Lead Communities-- has also now begun. During the past spring I visited each of the communities and had extensive meetings with local Federation professionals, lay leadership, rabbis and Jewish educational professionals in the local supplementary schools. There is a great hunger in these communities both for information and for help. I have spoken at public meetings of lay and professional groups and have begun to prepare the groundwork for actually introducing the principles learned from the models of excellence documented in the Best Practices Project.

As the fall begins we hope to introduced a set of "pilot projects" in the local communities, using the wisdom of the best practice models-- these might include projects around rabbinic support of supplementary schools, parent educational programs and teacher education models.

With all this progress, we must also report on some of the inhibiting factors that will have to be addressed as the project moves forward. One thing that we have learned in this work-- or perhaps re-learned-- is something we knew already from all the research in general education: change is a slow process, even where people genuinely want to change and improve. When one adds the complicating factors of complex organizational structures such as synagogues, denominational issues that are always present and the inherent issues of Federation-Synagogue relations, it has been clear to us that the process must be nursed along with considerable attention and care.

However, we remain optimistic that change is possible when people of good will want it to happen and this is something we certainly are seeing the three Lead Communities. We have been encouraged particularly by the enthusiasm and support of the lay leaders in the communities and see them as our best allies for change. Next year I hope to meet with groups of lay and professional leaders to begin presenting specifically on the findings of our supplementary school project. We see this as a kind of educational "seminar" for Jewish educational leadership. The idea for such a seminar has been well received in the communities.

The Council for initiatives in Jewish Education is appreciative of the support that the Nathan Cummings Foundation has afforded us. We look forward to keeping you informed of our progress. I hope that you and I can meet (if possible with my colleague Art Naparstaek) to discuss these matters face to face.



In addition I had the following idea that you might want to consider: Would you be interested in my presenting some of the findings of the Best Practices Project in the supplementary school to the appropriate Board members of the Cummings Foundation? Since the Foundation has expressed a great deal of concern about the area of supplementary schools, it might be something that they would find of interest. Let me know if you'd like to explore this possibility.

Thanks once again for your support.

Warmest wishes,

((Dr.)) Barry W. Holtz

## SUMMARY - MEETING WITH LAUREN AZOULAY

Tuesday, July 13, 1993

Participants: Lauren Azoulay, Annette Hochstein, Oriana Or, Shmuel Wygoda

1. Lauren opened the meeting by giving a brief summary of the current situation in Atlanta. Most of her time has been taken up with the family mission that she is leading. Because of that, and because there is no current bureau director, she has been unable to move ahead in any significant manner. A new woman is starting to work on the 15th of August, and they are waiting for her in order to begin the survey. They are looking to hire a director for the Council for Jewish Continuity. Lauren will function as the planner - bringing the different sectors of the community together. The director could be a senior educator, or a rabbi, someone learned and respected that has charisma who can establish him/herself as a mover in the community.

2. Lauren was asked to elaborate on what the Council on Jewish Continuity will do. She explained that it is a place where all organizations, members and sectors of the community can come together and represent concerns - where decisions will be made. Out of the Council different sub-bodies will develop as an outgrowth of the council. An example of this: the Israel Experience Committee.

The next meeting of the Council On Jewish Continuity will take place on August 31st or September 1st.

3. Educational Survey - LA and Janice Alpert want to meet with school principals in the early fall when the principals have already resolved all of the problems that generally arise at the start of the school year. Since the surveys were prepared, there have been some real changes in Atlanta. It was therefore suggested that Lauren invite Ellen Goldring to Atlanta to discuss these changes. The rapid change of the community makes a difference in the survey. It was stressed that LA must work with EG on any changes that she may want to make to the survey.

The community will do the data intake, input and demographic work. EG and AG will write the analysis and the MI (CIJE?) will pay for their work. If the community has a specific area of interest in the analysis, it can be provided. It was suggested that Atlanta check what Milwaukee did in this area.

4. LA will speak to her press in Milwaukee and Baltimore as they have done a great deal of internal planning and can supply her with some good ideas.

5. Staffing Report: As of July 1st, Barry Holtz is fully involved in the CIJE. The piece on Best Practices in Early Childhood will be ready by the time the Board meets at the end of August, and the Day School piece will be ready by the fall/winter. Once the day school piece is completed, a piece on the JCC's will be the next project. There is not as yet a time table for it, but it will definitely be developed.

Barry Holtz will be Program Director (coordinator of Educational Programs) which will include Best Practices, Pilot Project and additional educational material.

Dr. Gail Dorph is moving to New York to replace SRE. She will be the largest presence in the communities but will be more "hands-on" and an address for people to speak to. She will be the officer of the CIJE that will be most in touch with the communities.

A new Executive Director will be announced at the Board and will give a major push to the CIJE. The new director will also be physically available to the communities.

HLZ will deal with community development and with lay leadership.

6. Communication: In Baltimore the Executive Director will clarify under what circumstances Atlanta will call who, when, and where. Hopefully it will be Gail Dorph, but LA should feel free to be in direct contact with the MI. It was decided that LA will try the new lines of communication that are being established.

7. Training: The Mandel Institute can suggest appropriate programs for candidates that Atlanta will want to train - either Melton, Senior Educators Program, Jerusalem Fellows, etc. Sending people from the community for training in Israel is a critical area of importance. If the community wanted to send even two or three people for this September, the arrangements could still be made. This is an area where the community can help itself by identifying their own people.

LA asked about the goals of the training, and an explanation was given as to the difference between the Jerusalem Fellows program, and the Senior Educators program, with the point being made that the people that the community would send over would be trained to meet the community's needs. Alan Hoffmann and Howie Deitcher will go to the community to interview candidates to see who is suitable for which program, and what their potential is. The possibility also exists of designing a program to meet the specific needs of the field. Any viable idea that the community will put forth will be considered.

LA posed the problem of the expense of sending over large numbers of teachers, possibly solvable by bringing the trainers to the community. However, she was told that it is not the same experience. A study trip to Israel is very effective, but again, the issue of who is sent should be discussed with Alan Hoffmann.

8. The point was made that the two key enabling options are personnel and community mobilization. There is a reluctance on the part of local lay leaders to attend meetings not adequately prepared and to become more involved unless they know there is a clear agenda. The professionals in the community share this feeling with the result that the entire process is being held back.

LA's style till now has been to simply try and bring more people to the table. The point was made that community mobilization means that you have the community professionals, educators and lay leaders meet with this topic on top of the agenda.

Lay leaders: Michael Hillman; Bill Shatten - less hands-on but good at fund raising; Michael (?) - more hands-on.

In order to get Bill Shatten more involved, a small steering committee of the CJC would have to be created. As Shatten was invited to the Board meeting in N.Y. it was recommended that he not attend the Baltimore meeting.

9. LA was asked what topics she would like to see discussed in Baltimore, and responded that she would give it some thought. LA was also expressed a concern that '93//94' would be the turning point in the Lead Communities project. In response, SW described the Goals Project, the Supplementary School piece and the Early Childhood piece. However, these are only raw materials. The implementation of these programs, what they mean and how to replicate them in each LC still needs to be worked out.

10. MEF - discussion of Claire and possible new candidates to fill her position. Any possible candidates for the position should be referred to AG.

11. The key elements of the consultation in Baltimore will be:

- MEF
- Implementation of programs

12. Between the August meeting and next meeting in Montreal, all topics are expected to be covered. LA raised the following concerns: 1) How we can be certain that all the providers of educational services will be working in sync.? 2) How can we overcome the tensions that arise between synagogue rabbi's and JCC programs? 3) How do we overcome the fears of people who have invested time and effort into these programs?

These are all issues that are coming up as part of her community mobilization.

14. It was suggested that Atlanta should come to the Baltimore seminar with a "wish list" . The professionals together with the lay people should define 1) what are the desired outcomes for each time period - what they would like to see happen; and 2) how it becomes part of the CJE in terms of personnel and content. The sooner we get such a document, the easier it will be for us to include those elements in the August and November agenda.



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DRAFT 6/28/93

AGENDA  
CIJE STAFF TELECON  
June 30, 1993  
9:00 AM (EDT)

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

Assignment

I. Review minutes of June 16 VFL

II. Review assignments of June 16 VFL

III. Aug. 26 Board Meeting

A. Contacts with campers

- 1. Outline for Camper Calls
- 2. Reassign SE's campers to BH

B. Memo re Ratner presentation (Attached)

- 1. Invitation/preparation of community lay leaders
- 2. Invitation of community pros

~~C. Materials to be mailed in advance; timing~~

D. Status of changes in board make-up

- 1. Gerald Cohen/Jay Davis
- 2. Neil Greenbaum/Billie Gold
- 3. Marvin Lender
- 4. Whose campers?

IV. Other Upcoming Meetings

A. Staff Seminar - ~~7/14/93~~ in Jerusalem?

B. Lead Community Seminar 8/22-24/93 in Baltimore

- 1. Agenda
- 2. Scheduling of future meetings now
- 3. Staff planning session on 8/22?

Baltimore

AMERICAN JEWISH ARCHIVES

Next Year  
by  
Adan

Aug 28/29/30  
New York

Questionnaire  
Education  
Survey

Barry  
Holtz

Prep.



V. SE memo on Senior Advisors

SEE

VI. Status reports on communities

A. Atlanta

B. Baltimore

C. Milwaukee

VII. Schedule next telecon

VFL

~~July 7, 9am~~

July 14, 9am

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 16, 1993

DATE MINUTES ISSUED: June 17, 1993

PRESENT: Shulamith Elster,, Seymour Fox,, Stephen Hoffman,, Barry Holtz,, Virginia Levi,, (Sec'y), Shmuel Wygoda,, Henry L. Zucker

COPY TO: Morton L. Mandel,, Annette Hochstein

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II. The minutes and assignments of June 8 were reviewed.

Assignment

It was reported that the Jim Joseph Foundation has requested a needs assessment regarding the leadership picture of the Lead Communities. SE is working on this and expects to complete it by June 25. In the meantime, Art Naparstek is working to clarify what the foundation means by the request for partners in the funding.

Assignment

It was agreed that SE will brief Rabbi David Teutsch, new president of RRC, following his receipt of an invitation to join the CIJE board.

Camper calls are to be undertaken as soon as possible after receipt of the outline which SE is preparing and the draft agenda which is still being developed.

HLZ questioned the players and purpose of the proposed meeting of MLM with a "small group" at the Quarterly. He will discuss this with MLM, proposing that this might be the best time to arrange a meeting of the presidents and execs of our partners.

III. Status Reports on Communities

A. Atlanta

1. SFH spoke with David Sarna and believes that the political issues surrounding the hiring of a rabbi for the JCC are being resolved.
2. SF will be talking with David Blumenthal this summer and hopes to meet with the Emory University staff when he is in the States in August.
3. Claire Rottenberg is leaving her position as field researcher to return to teaching. Adam and Ellen are at work in search of her replacement.

- assignment
4. With respect to the staffing issue, Atlanta believes that the problem has been solved for the short term by assigning Lauren Azoulai to the project. They will reopen the search for a full-time director of the project sometime during the next year. BH will follow up with Alan Hoffman regarding the availability of senior educators for such a position and will follow through with Atlanta.
  5. SHH was encouraged to stay in touch with David Samrat to help push the process forward in Atlanta. He will advise Samrat to encourage Lauren Azoulai to prepare a list of questions and her sense of next steps in Atlanta for discussion at a meeting scheduled to take place in Israel in early July.

#### B. Baltimore

While no specifics regarding Baltimore were discussed, it was noted that CIJE needs a game plan for how to proceed with both Baltimore and Atlanta. This should be a focus of the July staff seminar.

Note: While not discussed on the telecom, VFL has learned that Chaim Botwinick is to be CIJE's primary contact and Marshall Levin will have relatively little to do with CIJE, although he will be deeply involved in the internal Lead Communities project. Nancy Kutler will be working with Chaim, but the travel budget will permit only Chaim to attend joint meetings.

#### C. Milwaukee

1. It was suggested that Daniel Pekarsky's memorandum regarding the meeting which he and SF had in Milwaukee in May placed too great an emphasis on the "conflict" between the enabling options and programmatic interests. We should be careful that CIJE does not interfere with major programmatic directions of a community. On the other hand, it appears that we were not sufficiently clear early in the process and Milwaukee searched for a programmatic focus for the Lead Communities project in response to the Planning Guide.

It appears that we and Milwaukee are more clear on this now than may have been evident in the memo. At the same time, it was noted that Ruth Cohen is not a planner and that CIJE should work closely with her in this area.

2. It was suggested that what is probably missing in all three Lead Communities is a strategic vision for how to improve Jewish education. Jon Woocher was scheduled to work with Milwaukee on "visioning" later on June 16. This will help with the mind set, but CIJE needs to have a clear sense of direction so that it can be effectively communicated in each of the communities. It was noted that it is critical for the staff who will be interacting

With the three communities to be in synch on a strategic vision or overall plan and the steps necessary to move forward.

3. The principal survey has been drafted and is currently being reviewed in Israel. It should be ready for final revision within a week.

D. Next joint seminar

VFL is in the process of checking dates with the three communities for a meeting in August. The proposed dates are Monday and Tuesday, August 23 and 24 with a probable staff meeting the preceding day. [An alternative being floated by the communities would be August 30 and 31 with ~~staff~~ prepar<sup>ation</sup> on the 29th.]

III. August 26 Board Meeting

- A. It was suggested that we propose to invite the execs and lay leaders from each of the three Lead Communities to the board meeting.
- B. If the communities are all represented at the meeting, we may wish to include on the agenda an opportunity for them to comment on Chuck Ratner's report on the Lead Communities.
- C. With respect to Mark Lainer's comments to SE, it was suggested that we need a way to get board members to feel more involved. It might be useful to include in the August 26 agenda one or more issues which require board decisions.

IV. Summer Staff Seminar

The current plan is for a seminar in Jerusalem the week of July 18. At that time, the following items would be among those on the agenda:

- A. establishment of a Best Practices time table and plans for pilot projects
  - B. development of a clear game plan for each of the three communities
  - C. discussion of an organizing vision
- V. The next telecon is scheduled for Wednesday, June 30 at 9:00 a.m. SHH will be with SF, AH and SW in Israel.



JEWISH INDUSTRIAL CORPORATION

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7/8/93 (REV. 1/7/88) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL POLICY NO. 185  
FOR GUIDELINES OF THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	ELSTER ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RECOMMENDED DATE
1.	Conduct a needs assessment on leadership in the Lead Communities..		SE	6/16/93	6/25/93	
2.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/30/93	
3.	Brief David Teutsch, new CIJE board member..		SE	6/16/93	6/30/93	
4.	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 - done g. S. Martin Lipset (with SF) - done h. Matthew Maryles		SE	2/25/93	7/15/93	



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 7/9/80 (REV. 1/79) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with BH next steps on the Best Practice project.		SF	5/28/93	6/23/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/90	6/23/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Conduct the following business meeting 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. Isadora Twersky		SF	5/25/93	7/25/93	
5.	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

7/890 (REV. 1/79) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL, PAGES 102, 103  
FOR PROCEDURES ON THE COMPLETION  
OF THIS FORM FOR A FIVE-FUNCTIONS SCHEDULE

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENT
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	6/25/93	
2.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		ARH	5/19/93	6/30/93	
3.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	6/30/93	
4.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	6/30/93	
5.	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.		ARH	5/19/93	6/30/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/1/93	
7.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
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		ARH	2/25/93	7/15/93	



DEFENSE AND OPERATIONAL CORPORATION

SEE APPROPRIATE MANUALS FOR INSTRUCTIONS  
FOR OBTAINING THIS FORM  
OTHER THAN THROUGH THE  
OFFICE OF THE CHIEF OF THE BUREAU OF THE  
FUNCTIONAL SCHEDULE

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

735006-01, 1-69 (REVISED) USA

FUNCTION	CITE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	A. HOFFMAN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VVEL	DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR APPROVED OR REMOVED DATE
1.	With AH, prepare time line and action plan for CITE.		AH	6/17/93	8/15/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7/8850 (REV. 11/88) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	S HOFFMAN ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RECOMMENDED DATE
1.	Talk with Darrell Friedman about the importance of assigning someone full time to staff Baltimore project and related concerns about Baltimore's commitment. Propose 6/25 meeting with SF & AH in Jerusalem.		SHH	6/1/93	6/23/93	
2.	Call D. Sarnat for details on Jay Davis.		SHH	6/17/93	6/23/93	
3.	With HLZ, talk with MLM about the advisability of approaching Jesselsen family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:		SHH	2/25/93	7/15/93	
5.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	5/19/93	7/15/93	
6.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
7.	Advise A. Hoffman about the CJF continuity commission and suggest an approach.		SHH	6/17/93	8/25/93	
8.	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	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUPLICATE	COMPLETED OR REMOVED DATE
1.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93		6/23/93
2.	Complete meeting attendance form for CAJE conference.		BH	6/8/93		6/23/93
3.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93		6/25/93
4.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93		6/30/93
5.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93		12/93
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93		TBD
7.	Begin work with Baltimore on a pilot project.		BH	3/5/93		TBD
8.	Work with Milwaukee on pilot projects.		BH	4/29/93		TBD



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73890 (REV. 1/83) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a letter to board members asking August 26 attendance plans..		VFL	6/17/93	6/25/93	
2.	With HLZ, draft a letter inviting M. Lender to serve on Board.		VFL	6/17/93	6/25/93	
3.	Draft a letter to Rabbi Fishman on the status of his proposal.		VFL	6/17/93	6/25/93	
4.	With ARK, develop a functional schedule for keeping Board and Executive Committee members informed.		VFL	5/19/93	6/30/93	
5.	With ARH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/30/93	
6.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/1/93	
7.	Prepare a matrix of current and potential funders and staff assignment..		VFL	6/17/93	7/9/93	
8.	Prepare a matrix of pending grant requests..		VFL	6/17/93	7/9/93	
9.	With ARH, draft a written progress report to be sent to the board in early August..		VFL	6/17/93	8/1/93	
10.	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	10/1/93	
11.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations..		VFL	2/25/93	TBD	



SEE MANAGEMENT MANUAL POLICY NO. 45  
SCHEDULED MAINTENANCE POLICY NO. 46  
FOR MEMBERS OF THE COMMITTEE  
OF THE BOARD OF DIRECTORS

- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 75960 (REV. 2/85) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	A/7/93	TBD	





SEE MANAGEMENT MANUAL VOLUME NO. 11  
FOR GUIDANCE ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

72290 (REV. 1/88) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	MANDEL ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	7/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	ZUCKER ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	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	6/21/93	
2.	With VFL, draft a letter inviting M. Lender to serve on board.		HLZ	6/17/93	6/25/93	
3.	Schedule a meeting of MLM with Lester M. Schick and Gershon Kekas to discuss CIJE.		HLZ	4/29/93	6/30/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/30/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
8.	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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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent 6/28/93 Time sent 10:15 AM 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 Shmuel,  
Attached are:  
① Draft agenda for Wed. telecon  
② ~~MLM~~ of 6/23 to MLM re Ratner presentation  
③ Torah Umesorah letter + proposal.

ZU: Neider has been asked by MLM to go to Israel to work with AH + staff for about a week. He proposes the following dates, and would like to know which is better:  
Sept. 19-23 or Oct. 24-28

Please let me know soon. Thanks,  
Ginny

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





6/23/93

Proposal

LEAD COMMUNITIES PRESENTATION AT BOARD MEETING

Presenter: Chuck Ratner,, Chair Lead Communities Committee

Lay Leadership:

Atlanta: Bill Shatten

Baltimore: Eileen Vogelstein

Milwaukee: Louise Stein and Jane Gailhaan

Focus: Progress Report will focus on issues/challenges so as to engage board members in discussion around the project.

Idea: Chuck to provide background,, frame the discussion and elicit reactions from board members..

Leader from each community to speak about one challenge and how the community is going about addressing it. e.g., forming community coalitions,, meshing local issues with CIJE conceptions ("enabling options"), building local support,, focusing on personnel,, developing vision.

Next Steps:

1. MLM to approve approach.
2. Staff to review specific issues to be addressed.
3. Clear with Chuck.
4. Contact with Federation Execs to explain approach, clear date, contact lay leader from local community.
5. Touch base mid-August.

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent: *6/29* Time sent: *11:50* 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) 391-3430

Comments:

*Copy of letter sent to  
Executive Committee members -  
JNEB*

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

COUNCIL FOR INITIATIVES  
IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101

Phone: (216) 391-1852 • Fax: (216) 391-5430

*Chair*

Morton Mandel

*Vice Chairs*

Charles Goodman

Neil Greenbaum

Matthew Martyles

Lester Pollack

*Secretary Chair*

Max Fisher

June 29, 1993

Mandell Berman  
29100 Northwestern Highway  
Southfield, MI 48104

Dear Bill:

*Board*

David Annow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschhorn

Ivy Koschitzky

Mark Lerner

Norman Lamm

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Mortans

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

This will confirm plans for a meeting of the CIJE Executive Committee and Board of Directors on Thursday, August 26, 1993 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York. The Executive Committee will gather for coffee at 9:30 a.m. and will begin meeting promptly at 10:00. The board meeting will begin with luncheon at 12:00 noon and will conclude by 4:00 p.m.

Among other things, you will have an opportunity to hear from representatives of our Lead Communities about some of the successes and challenges of introducing innovation in three very different communities. We look forward to your participation in this important discussion.

Please complete and return the enclosed reply card, indicating your attendance plans. I look forward with pleasure to seeing you there, and send my warmest personal regards.



MORTON L. MANDEL -- Chair

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**Council for Initiatives**

in

**Jewish Education**

Date sent:

Time sent:

No. of Pages (incl. cover):

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

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

*Dear Friends;*

*Here is a camper outline and supplementary material which SE & I worked on yesterday. Please review & let me know your reactions.*

*SE suggests that we transfer all of her campers to Barry, at least for now. I think that makes sense. Do you agree?*

*Thanks for your quick feedback.*

*Ginny*

*P.S. All 3 communities know the August seminar will be the 23rd & 24th in Baltimore. Lauren can be there by early afternoon & has made reservations.*

If there are any problems receiving

this transmission, please call:

216-391-1852



~~DRAFT~~

Outline for Camper Notes for August 1993 Board Meeting

I. CIJE Organization and Staffing

A. Executive Director

B. Program Staff

1. Barry Holtz - f/t on leave from JFSA

2. New Staff

C. ~~Respective roles of Jerusalem/Cleveland~~

~~1. Jerusalem~~

~~2. Cleveland~~

II. Lead Communities - Update

(refer to Talking Points -6/93)

A. Atlanta \* Commission to meet in August

Bill Shatten as Chair

Lauren Azoulay ■ Senior Planner as staff in addition to her other responsibilities

B. Baltimore - Official launch in September

Eileen Vogelstein as Co-chair

Chaim Botwinick and Nancy Kutler will staff the commission

C. Milwaukee - Launched

Full-time Project Director, Dr. Ruth Cohen - position funded by Helen Bader Foundation

Commission and Steering Committee appointed and have been meeting

Louise Stein and Jane Gellman - active Co-chairs

Educators Survey ■ completed

Educational Leadership Survey under way

June 22, 1993

Talking Points on the Lead Communities Project 6/93

1. The project and CIJE - Why?

The CIJE sees itself as a catalyst, working with existing national and local organizations to develop comprehensive and experimental initiatives to achieve major improvements in Jewish education in North America.

The CIJE 's strategy is to begin with Lead Communities as local laboratories for major improvements and then to encourage their use in other communities.

2. What will be the role of the Lead Communities?

The expectation is that Atlanta, Baltimore and Milwaukee, the three lead communities, will demonstrate what can happen when:

- the importance of Jewish education is recognized by the community and its leadership;
- there is an infusion of outstanding personnel; and
- the necessary resources of all kinds are secured to meet additional needs.

The purpose, in short, is to "demonstrate what Jewish education at its best can achieve."

Lead Communities will function as local laboratories for Jewish education - as an entire community engaged in a major development and improvement program.

Lead Communities will demonstrate how:

- . to mobilize community support to create more understanding, knowledge and support for Jewish education in the community-at-large..
- . to build and enhance the quality of life for educators and professionals in Jewish education.
- . to develop a research capability that will provide the knowledge needed to make informed decisions and guide development.
- . to establish a local commission (wall-to-wall coalition) to be the catalyst for local change..

3. What do we hope will happen in the community?

- Leadership will develop and articulate a vision of where the community wants to be, what it wants to achieve.
- Individual institutions or groups of institutions (e.g. Conservative synagogues, educators, rabbis, lay leaders and parents) will articulate specific educational goals.
- These activities will create much debate and ferment in the community, will focus the work of the communities, and will demand that communities face complex dilemmas and choices.
- The Institutions of Higher Jewish Learning, the denominations, and the national organizations will join in this effort.

4. Enabling Options - the Key Elements

"Personnel" and "community mobilization" were identified by the Commission as "enabling options," which undergird the implementation of any, or all, other educational programs. Communities are encouraged to look at local educational problems from these perspectives. CIJE will help to mobilize the denominations in the Lead Communities to help deal with these issues at the appropriate time.

5, The three Lead Communities-Background

Atlanta

Atlanta has a growing Jewish population. Atlanta's early '80s demographic study of the local Jewish community was followed by the development of a strategic plan. Included were recommendations to reorganize the services of the Bureau of Jewish Education, and reassign functional responsibility to other appropriate agencies. A Commission of Jewish Continuity has been established as a Jewish Education Fund.

Baltimore

Baltimore has a stable Jewish population of 92,000. A two-year planning initiative concluded in 1990 with a series of recommendations including the need to increase funding for Jewish education (since then it has increased from 25% to 33%) to establish a commission to look at the local Jewish education system. Outcomes include a strategic plan for Jewish education and the establishment of a Fund for Jewish Education which is currently undertaking a \$10 million campaign.



## Milwaukee

With a population of 28,000, Milwaukee has four day schools in addition to an array of camps and pre-school opportunities. Community strengths include the centrality of the federation, the availability of resources, the availability of trained personnel, the availability and coordination of teen programming. The cost of Jewish education is a central issue in a community where average incomes are relatively low. The community must also contend with a shortage of trained personnel and a 15% decline in campaign income over the last three years. A Jewish Education Task Force was established in July 1991 and developed a plan for refocusing the Central Agency for Jewish Education. For many years Milwaukee has taken the lead in putting Jewish education high on its communal agenda and funding it accordingly.

### 6. Community Updates: What is happening

#### Milwaukee

- a. The Commission on Vision and Continuity has been established under the chairmanship of Louist Stein and Jane Gellman
- b. Steering Committee - meets every six weeks
- c. Task Forces have been established in the following areas:

1. Personnel - on a two year time line

2. Strategic planning - working on five year plan including  
visioning and goals project.

d. Educators' Survey was administered in June '93, data  
analysis Summer '93

Market analysis            ] ]

Needs analysis            ] --- Fall '93

following plan outline   ] ]

e. Fund Development - beginning November '93

f. Full-time Project Director, Dr. Ruth Cohen funded by grant from  
The Helen Bader Foundation (Daniel Bader \* new member of the CIJE  
Board))

### Baltimore

a. The Center for Advancement of Jewish Education has just been  
formed (CAJE). It will be headed by Dr. Chaim Botwinick.

b. CAJE will establish a CIJE committee - July 1, 1993. Eileen

Vogelstein will be one of the two Co-chairs.

- c. Strategic planning by CLEC committee - July to August '93.
- d. Convene rabbinic and senior educator leadership - August '93.
- e. Launch CLEC Committee -- September '93.
- f. Conduct Educators' Survey - September to October '93.
- g. Monthly meetings of CLEC Committee -- October '93 to June '95.
- h. Finance resource development.

Atlanta

- a. Council on Jewish Continuity - Has met twice and continues to meet every two months (August 93 next meeting).. It is chaired by Dr. William Shatten.
- b. New director of Jewish Educational Services to begin July 15, 1993. (Janice Alper)
- c. Educators' Survey - to be administered in September '93.
- d. Task Force on Israel Experience - to be formed in August/September '93.

- e. Task Force on Teacher Training \* to be established Fall '93.
- f. J66 Judaic content study to be undertaken.
- g. Market study on formation of second Jewish high school = Spring '93.
- h. Resource development - ongoing

7. The Goals Project and Vision

The communities are working toward developing visions for Jewish education to serve as the basis of mission statements.. The basic question is what a Lead Community should look like in the twenty-first century.. The denominations and their training institutions are working with CIJE to help clarify objectives for use by local denominational groups.

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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 Wyygoda Organization:	From: Ginny Levi	
Phone Number:	Phone Number:	
Fax Number: 0119722 619 951	Fax Number: (216) 391-5430	
Comments:		

Attached ~~QAL~~ :

1. Draft agenda for next week's telecon. Please let me know if you have any ~~STU~~ ~~thru~~ A corrections.

2. ~~L. MILKIN~~ from ~~SI~~ ~~RAE~~ 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

**DATES:** June 4, 1993 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. **Memberships:** 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, Piskarsky, 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 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.

DRAFT 6/14/53

AGENDA  
CIJE STAFF TELECON  
June 16, 1993  
9:00 AM (EDT)

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

Assignment

- I. Review minutes of June 8 VFL
- II. Review assignments of June 8 VFL
- III. Status reports on communities
- A. Atlanta
1. Conversation with D. Samet SHH
  2. Staffing issues
  3. Other
- B. Baltimore
1. Staffing issues
  2. Other
- C. Milwaukee
1. Reactions to Pekarsky memo
  2. Status of principals survey AH
  3. Other
- D. Next joint meeting AH/VFL
1. When
  2. Where
  3. Agenda
  4. Scheduling of future meetings now

IV. Aug. 26 Board Meeting

A. Proposed agenda

B. Contacts with campers

C. Lainer camper report

D. Materials to be mailed in advance; timing

V. Summer Staff Seminar

AH

VI. Discuss SE memo on Senior Advisors

SE

VII. Schedule next telecon

VFL

June 23 or 24 at 9 am?

June 30 at 9am?





**DRAFT**

**CIJE BOARD MEETING**

**AGENDA**

**Executive Committee**

- I. Introductory Remarks
- II. Progress Report
- III. Proposed Workplan
- IV. Development Report by AJN ((possibly))

**CIJE Board Meetings**

- I. Progress Report
- II. Centerpiece — Report on Work in the Lead Communities ((Chuck Ratner))
- III. Monitoring, Evaluation & Feedback Report
  - A. Update on Overall Project ((Adaia Gamoran))
  - B. "Teaser" — Report on Educators' Survey ((Ellen Goldring))
- IV. Update on Best Practices & Pilot Projects..

- \* A. Mort will pick up the topics of staffing and of the role of CIJE in funding in his opening remarks..
- B. Mort will pick up the topic of staffing in his opening remarks..
- C. The suggested roles of committee chairs are O.K. at the meeting,

\* BL fed. f& mt' introduce\* Gamoran, Goldring, J Colman  
 f\* introduce B. Hoff.



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**Council for Initiatives**  
in  
**Jewish Education**

Date sent:                      Time sent:                      No. of Pages (incl. cover): **16**

To: Annette Hochstein, Seymour Fbx.,  
" Shmuel Wygoda  
Organization:                      From: Ginny Levi

Phone Number:                      Phone Number:

Fax Number: 0119722 619 951                      Fax Number: (216) 391-5430

Comments:

*Dear Team,*  
Enclosed are the ~~minutes~~ <sup>minutes</sup> + assignments  
from yesterday's telecon.

\* Art Napansteh wonders if he could talk  
with ~~5r~~ <sup>5r</sup> ~~Art~~ <sup>Art</sup> the Spence Foundation  
on ~~Saturday~~ <sup>Sunday</sup>, 9 or 10 amz Cleveland time.  
Please let me know if this works, if  
so ~~the~~ <sup>the</sup> exact time of the call + ~~whether~~ <sup>whether</sup>  
~~Art should call~~ <sup>Art should call</sup> Seymour (phone #) or  
Seymour will call Art (216-368-6947).

Thanks, Ginny

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

MEMO TO: Shulamith Elster, Seymour Fox, Annette Hontstein, Stephen Hoffman,  
Barry Holtz, Merson L. Michel, Shmuel Ungar, Henry L. Zucker

FROM: Virginia F. Levi *VFL*

DATE: June 9, 1983

-----  
Attached is a summary of the meetings held by Seymour Fox and Daniel Pekarsky in Milwaukee on May 21. This is the memo referred to in our telecom on June 8.

*I am sending this for your info, so you know the memo has gone out. You already have the document I'm sending.*

MINUTES: CUE Staff Teleconference  
DATE OF MEETING: June 8, 1993  
DATE MINUTES ISSUED: June 9, 1993  
PRESENT: Shulamith Elater, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Virginia Levi, (Sec'y), Shmuel Wygoda  
COPY TO: Morton L. Mandel, Barry Holtz

-----

I The minutes and assignments of May 26 were reviewed.

II. Status Reports on Communities

A. Atlanta

1. SF reported an excellent conversation with Professor David Blumenthal of Emory University. They agreed to talk further over the summer about involving Emory in the training of personnel. SHH will report this progress to David Samet.
2. It was reported that Atlanta has now hired a planner who, although ~~initially hired in Seattle~~, will take some of the burden off Lauren Azoula. This will leave Lauren free to devote more of her time to the Lead Community project. The next commission meeting in Atlanta will take place in August.

B. Baltimore

1. AH reported on a conversation with Marshall Levin in which she reminded him of our concerns regarding staffing of the project. It was noted that Baltimore feels it is moving forward on schedule with the identification of lay leadership and establishment of a committee structure for the Lead Community project. It is our sense that Baltimore is moving forward with its strategic plan and progressing on the CUE project as it complements that plan.

SHH will now talk with Darrell Friedman about our concern that the Lead Community project is secondary to the strategic planning process and that the project really needs a staff member devoted full time to moving it forward. In that conversation, SHH will propose a meeting on June 25 of himself and Darrell Friedman with SF and AH in Jerusalem.

2. It was reported that Baltimore has appointed Eileen Veglestein to chair their commission on Jewish continuity. She has expressed a strong interest in moving the project forward.

C. Milwaukee

- 1. Daniel Pekarsky has prepared a memorandum summarizing the meetings that he and SF had in Milwaukee. VFL will get the memo and circulate it to this group.

It was noted that while the lay leaders and Ruth Cohen are aware of Pekarsky's role with Milwaukee, it seems to be unclear to others. DP will be attending the June 16 commission meeting in Milwaukee, at which point this should be clarified. It was suggested that SE encourage Pekarsky and Roberta Goodman to work closely together.

- 2. SHH reported a conversation in which Howard Neistein asked which foundations are supporting CIJE projects as a means of helping to shape Milwaukee's planning. SHH suggested that Milwaukee proceed with its planning and that CIJE, probably through Pekarsky, will be in touch when there is relevant funding information to report.
- 3. SE has been working with Roberta Goodman and Ruth Cohen to draft a principal's survey. It has been sent to Ellen Goldring for her review. Ellen will have the next draft with her when she meets with SF and AH in Israel next week.
- 4. An agreement has been drafted for the analysis of the educators survey. As soon as it is signed by Milwaukee and returned, the analysis of the data will begin.
- 5. Milwaukee has a commission meeting scheduled for June 16 at which Jonathan Woocher will be speaking. It was agreed that AH will talk with Jon prior to that meeting to be sure that he is up to date on CIJE thinking.

III. Next Joint Meeting

It was suggested that VFL check with the communities on the possibility of holding a joint meeting immediately before or after the August 26 board meeting. VFL will discuss this further with SW and will then make the necessary phone calls.

It was suggested that a meeting of CIJE staff be held in Jerusalem in July or early August. This is to be discussed further at the next telecon.

IV. CIJE/CRB Relationship

It was noted that more work has to be done before we can move ahead with CRB on Israel experience for the Lead Communities. During meetings which MLM had with a number of the purveyors of Israel



experience programs in Israel, some new ideas were raised about how to proceed. This is to be discussed further at a future telecom.

V Developments with Denominations

SF reported on his meetings with the Conservative and Orthodox movements and phone conversation with Sara Lee of the Reform movement. He felt that all three understood and agreed with the suggestion that there are two areas in which the denominations can be helpful in the Lead Communities. The first is in training (both pre-service and in-service) to prepare people to work on the areas of programmatic interest of each community. The second is to work with the communities in establishing goals for Jewish education, based on the work of denominations, the Mandel Institute, and others. It was noted that this work on goals will be important to David Hirschhorn's funding of evaluation.

VI. CAJE

Assignment It was noted that CIJE has been represented at the annual CAJE conference since 1989 and that it would be important for Barry Moltz to participate this year. The meeting will be in San Antonio in August. It was agreed that Barry will complete the form for meeting attendance before proceeding further with any plans.

It was suggested that CIJE hold a reception for educators from the Lead Communities at the conference. This will be considered further.

VII. Miscellaneous

A. A question was raised about whether the Best Practices project on day schools will involve Torah Umesorah. There were plans to consult with Rabbi Fishman and his staff on this project. We will confirm with BH that this is still in the works. It was noted that Torah Umesorah is an important presence, especially in Baltimore, and that they should be included.

B. The status of the Torah Umesorah proposal was raised. It was reported that consideration is being given to MAF support. No final decisions have been made on this proposal.

Assignment C. It was reported that the Jim Joseph Foundation has responded to the proposal for work with day school principals, noting that they would like partners to help with the funding. It was suggested that, depending on the amount of match being sought, the Lead Communities might be asked to pay some tuition. HLZ will follow up with AJN for guidance on what the foundation is seeking.



Communities might be asked to pay some tuition. HLZ will follow up with AJN for guidance on what the foundation is seeking.

It was noted that one logical partner would be the Jesselson Foundation. It was suggested that SHH and HLZ discuss with MLM whether we wish to approach the Jesselson family at this time.

It was suggested that we move forward with a meeting of MLM with Gershon Kekst to invite him to serve on the CIJE board prior to the August 26 meeting. It was also suggested that the recommendation to replace Gerald Cohen on the board be responded to relatively soon.

VIII. The next telecon is scheduled for Wednesday, June 16 at 9:00 a.m.



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 72880 (REV. 1/58) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/8/93

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	6/15/93	
2.	Encourage D. Pekarsky and R. Goodman to work closely together..		SE	6/8/93	6/16/93	
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 - done g. S. Martin Lipset ((with SF)) - done h. Matthew Maryles		SE	2/25/93	7/15/93	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

79899 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/8/93

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.	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	6/20/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gettschalk b. David Hirschhorn c. S. Martin Lipset ((with SE)) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
5.	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 HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with David Sarnat about the politics of the JCC search for Director of Jewish education and about SF's conversation with D. Blumenthal..		SHH	5/28/93	6/15/93	
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	6/15/93	
3.	Talk with Darrell Friedman about the importance of assigning someone full time to staff Baltimore project and related concerns about Baltimore's commitment.. Propose 6/25 meeting with SF & AH in Jerusalem..		SHH	6/1/93	6/15/93	
4.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant..		SHH	6/8/93	6/30/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	7/15/93	
6.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
7.	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	





- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	6/10/93	
2.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93	6/15/93	
3.	Complete meeting attendance form for CAJE conference.		BH	6/8/93	6/15/93	
4.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93	6/25/93	
5.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
7.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	

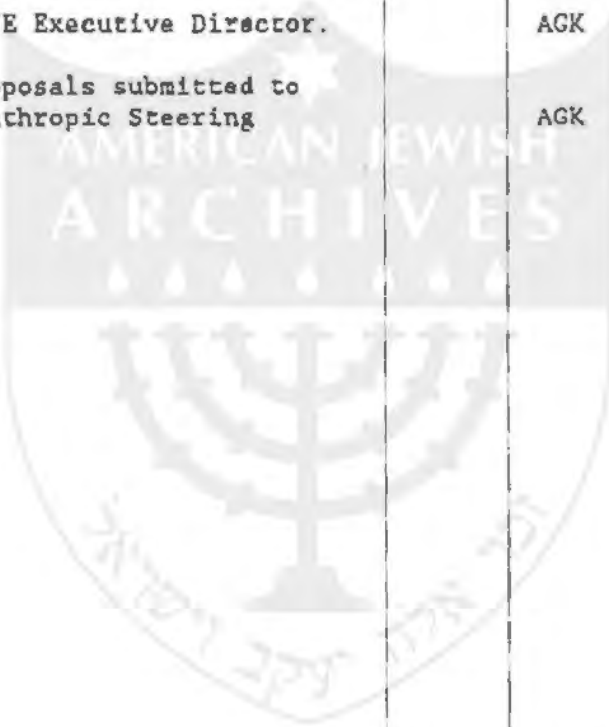
- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

13890 (REV. 1/89) PRINTED IN U.S.A.

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

FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	KLEIN 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.	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	





- ASSIGNMENTS  
 ACTIVE PROJECTS  
 RAW MATERIAL  
 FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	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	
2.	Get memo on Milwaukee trip from D. Pekarsky and distribute.,		VFL	6/8/93	6/10/93	
3.	Draft a policy on meeting planning,, outlining the basic elements of annual and board meetings..		VFL	4/7/93	6/15/93	
4.	With AH, develop a functional schedule for keeping Board and Executive Committee members informed..		VFL	5/19/93	6/15/93	
5.	Check with Lead Communities on date for next joint meeting..		VFL	6/8/93	6/16/93	
6.	Arrange for SBH, SHH, MLM, HDS and VFL to talk with Gail Dorph..		VFL	5/19/93	6/22/93	
7.	With AH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/25/93	
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	10/1/93	
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
- RAW MATERIAL
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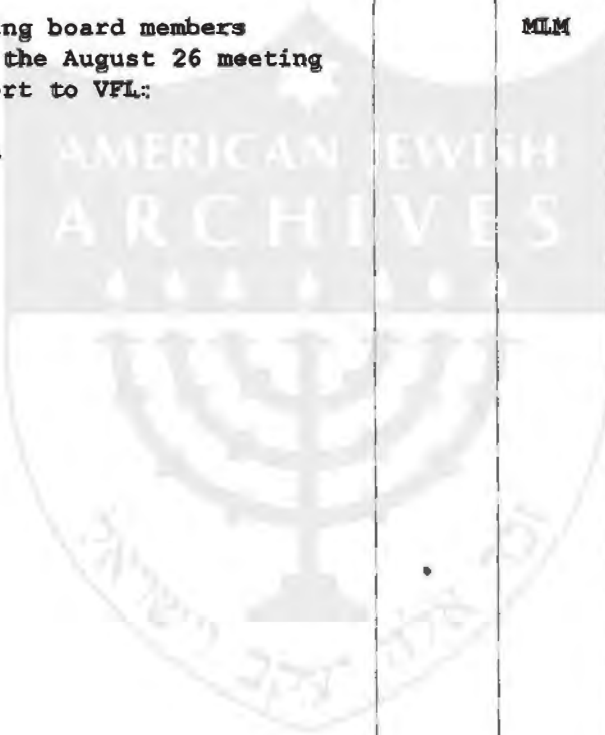
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HANDEL 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.	Establish a finance committee..		MLM	4/7/93	6/30/93	
2.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kfaar and Corky Goodman.		MLM	5/19/93	6/30/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	





- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	ZUCKER ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	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	
2.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
3.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
4.	Clarify with AJN what Jim Joseph Foku means by "partners" for their grant.		HLZ	6/8/93	6/15/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRE, Crown, Avi Chan, Wexner and other funders.		HLZ	1/28/93	TBD	



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**Council for Initiatives**  
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**Jewish Education**

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Date sent: 4/10 Time sent: 11:30 No. of Pages (incl. cover): 6

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:



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

MEMO TO: CIJE Staff and Consultants  
FROM: Shulamith Elazar  
DATE: June 10, 1993  
SUBJECT: The Nathan Cummings Foundation

---

I met earlier today with Rachel Cowan. While the purpose of my visit was social and preliminary to a meeting that Barry and I wanted to schedule, I did speak with Rachel about the Cummings Foundation support for Best Practices in Supplementary Schools.

1. Rachel never received a copy of the report. She asked for copies for herself and her committee. I've asked VFL to send these along. (Done)
2. She reminded me that CIJE has not reported in any fashion on the project and, in fact, a report is a requirement. This should be on her desk by August 1st when she will be returning from vacation. It is my suggestion that Art Naparstek schedule a meeting with her around August 8th ■ this with Barry!
3. I am going to suggest to Barry tomorrow when I see him that he either call or write her a note describing the link envisioned between the "research" and the anticipated pilot projects with Lead Communities.

MEMO TO: Seymour Fox, Annette Hochstein, Stephen Hoffman, Barry Holtz,  
Morton L. Mandel, Shmuel Wygoda, Henry L. Zucker

FROM: Virginia F. Lewis

DATE: June 8, 1983

SUBJECT: ~~Camper~~ Reports

COPY TO: Shulamith Elster

-----  
Enclosed please find the following camper reports:

1. Seymour Martin Lipset
2. Gerald Cohen
3. Mark Lainer

Additional reports will be forwarded as they are received.

MEMORANDUM

TO: Virginia Levi  
FROM: Shulamith R. Elster  
RE: Seymour Martin Lipset  
DATE: June 7, 1993

I visited with Marty Lipset on May 24th at his office on the campus of George Mason University. Marty was preparing to leave Virginia for several months in California by way of Boston and Cincinnati where he was to receive honorary degrees from Boston Hebrew College and Hebrew Union College.

Marty remains most interested in the Lead Communities Project and reminds me in each conversation of discussions at the Commission regarding the Flexner Report. My sense is that he still holds the view the one community would have been best! He raised questions about the evaluation project in light of our progress in the communities and, in general. I answered as best I could. Perhaps he might be a good choice to serve on that committee of the Board or maybe when Adam returns he could talk with him in person. Maybe Marty should be Adam's camper along with Seymour. *god!*

While he seems a bit frustrated by the lack of results Marty remains very supportive and interested. He is not certain that he can attend the August Board meeting. I think with the right encouragement he will make the effort to come..

# Shulamith R. Elster

## Memorandum

TO: Virginia Lewis  
FROM: Shulamith Elster  
RE: Gerald Cohen  
DATE: April 30, 1998

I had occasion to meet with Gerald Cohen several times during the recent series of CIJE meetings in Atlanta. These notes reflect the conversations and Mr. Cohen's participation in two meetings held in Atlanta regarding the CIJE/Atlanta collaboration.

It may be that because of his direct involvement with the local community as a Lead Community, that Mr. Cohen has the best understanding of all of our Board members of the ongoing activities of the CIJE staff and consultants.

He is very familiar with all of our activities, has read the publications from cover to cover, knows all of our team members, and has made some practical suggestions for our work in the community. For example, he suggested that the presentation that Ellen and Roberta made at the most recent Board meeting be replicated in Atlanta. For that reason, Ellen and Claire made a similar presentation at the Atlanta Commission meeting last week.

Gerald is the most prominent lay leader on behalf of Jewish education in Atlanta. He is widely respected by the staff of the Federation and by lay leadership at every level. His comments at meetings, his support of the CIJE activities and his continuing enthusiasm for our joint efforts are - I believe - significant factors in the progress that I think we have made in the past month.

It would be great if Gerald could get a note from MLM that recognizes the contribution that he is making on the local level that, in turn, is contributing to the success of our continental efforts or some such reinforcement of his activity and its positive impact on the CIJE.



Memorandum

TO: Virginia F. Levi/CIJE  
FROM: Shulamith R. Elster  
RE: Mark Lainer  
DATE: June 7, 1993

-----  
Mark received the recent communication from MLM and the notification of the August meeting. He indicated that he is not willing to "go ahead and make plans to come in August" unless the agenda for the meeting is "concrete." He was thinking about sending a note to MLM to express this point of view. I encouraged him to do so.

Apparently he felt that the last meetings he attended (Exec., Annual and Board) were too "nebulous." When asked, he explained (or asked): Why did we hear from the evaluators? Why did we not hear about what was going on in the communities? If he is to be involved, he wants to know: What are the issues that the project has to face? What can members do to help?

I described our progress to date in each of the communities and with the various projects. He inquired as to whether or not MLM had lost enthusiasm and said that MLM appeared to be concerned about the "lack of support." (He asked: Was this financial or moral support? He also noted that he was providing some financial support for the CIJE.) He asked about plans for staffing at the Executive Director level.

Again, I want to point out the critical importance of ongoing communication with Board members and the "publics." I was struck by the fact that he asked if the recent communication was an accurate reflection of what was going on.

TELEPHONE CALL WITH DAVID FINN

28 JULY, 1990 - 3130PM

1. We are continuing the job of tightening up and focusing the report chapter by chapter.

2. What does that mean? In Chapter 3 we begin by saying that a lot is going on, we are telling what is not working and leave open for Chapter 4 how to address this.

3. Chapter 4 offers the strategy.

4. Chapter 5: We are suggesting a much stronger focus on concrete doings and outcomes of the plan:

1. Start with what we want to achieve:  
a decent profession  
a concerned community  
children who learn

2. Describe what will be done to build the profession - concretely:  
Training programs  
In-service training  
Salaries etc.

Do same for community.

5. This is too vast and too complex to be addressed at once, therefore local as well as continental.

6. Lead communities

7. Continental strategies.

8. Who will do this?

As next point we left programmatic and research out of Chapter 4. This is an oversight. They belong in Chapter 5 too.

FAX SENT

DATE: 2/5/90

Nativ Policy and Planning Consultants  
Jerusalem, Israel

מתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951  
Fax: 972-2-699 951

FACSIMILE TRANSMISSION

URGENT!

TO: DAVID FINN

DATE:

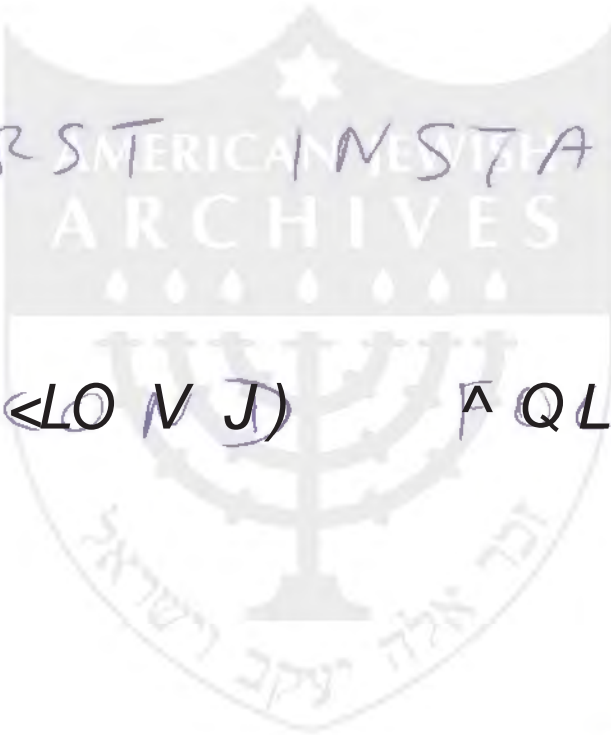
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## Chapter 5: An Action Plan

WITH CORRECTIONS -- May 20, 1990 13:23 PM

The Commission concluded its deliberations with the formulation of a concrete plan of action. The plan included the following components:

### I. Establishing "The Council for New Initiatives in Jewish Education"

The Commission recognized that a new entity would have to be created to assume responsibility for the follow-up and implementation of its plan. An organization that would build upon the momentum created by the Commission, that could maintain the dialogue between Foundations and Lead Communities, between National institutions and local initiatives, between creative teachers and interested scholars.

There are no precise parallels that the Commission had in mind when conceiving of the idea of the Council, but there were parallels that were useful when thinking through its functions and roles. These parallels ranged from the Manhattan Project, which brought together the leading scientific minds in the world to achieve a breakthrough in splitting the atom, to the Radiation Laboratory of MIT, which pioneered the development of radar, to NASA, which has been responsible for America's space program. The American

Assembly at Columbia University,, founded by President Eisenhower as a center for the development of new thinking in key segments of American life,, is another useful model.

The difference between the Council and these other enterprises is that the Council is designed to be a small but significant undertaking that will identify the talents and resources that need to be brought together and will ask them to undertake specific assignments that fit into the overall plan. It will generate new initiatives to be carried out by existing institutions. It will bring together the talents and resources necessary to develop these initiatives.

There was considerable discussion whether the role envisioned could not be undertaken by existing organizations,, for the commissioners were determined to avoid establishing an unnecessary bureaucracy to accomplish their purpose.

*So? a.s. :: It was decided that no existing org could do what the council would have to do, but the council would exist. It follows:*

In establishing the Council the Commissioners knew that they would be supported and helped by those organizations that are playing a leading role in Jewish education in North America today.

JESNA, which had made tremendous strides since its creation in 1981, would need to intensify its work with communities around the country in the on-going effort



to place Jewish education higher on the agenda of the Jewish Community. It will be called upon to gather significant data about Jewish education and to continue to offer its expertise in consultations.

As work progresses it will need to play a major role in diffusing the lessons learned through the initiatives encouraged by the Council.

It was also agreed that the JCC Association would have to intensify the vital role it has played in the development of informal settings for Jewish education. As it would continue to serve the needs of individual Jewish Community Centers, to offer a broad range of direct and indirect services, the JCC Association will integrate new educational developments that may arise out of the Commission's plan into the arena of informal education.

CJF, the umbrella organization for Jewish federations in North America will be turned to, to intensify the recruitment of and communications with community leaders, encourage the development of supporting structures such as local commissions on Jewish education, and encourage a significant increase in the allocation for Jewish education throughout North America.

As the Commission developed its plan it learned to appreciate the centrality of those who deliver the

services of Jewish education: the denominations, their schools, their training institutions and commissions on Jewish education, the bureaus of Jewish education, the front line educators and their professional organizations such as CAJE. The Council will need to learn how to facilitate their contribution to the implementation of the Commission's plan.

With the help of these institutions, the Council could become, a driving force for innovation and change and serve as a catalyst to help bring about the necessary transformation of Jewish education in North America.

It was decided that the Council would be located in New York City, as an independent entity with its own Board of Trustees. Its charter will call for a Board of 20 to be chosen by the sponsors of the North American Commission on Jewish Education (the Mandel Associated Foundations, JCC Association, JESNA, and CJF), together with the six Foundations that have agreed to provide initial funding. Trustees will include principals of foundations that have committed major funds, as well as educators, scholars and community leaders.

The first director of the Council will be Stephen H. Hoffman, an outstanding professional who has for some years been Executive Director of the Jewish Community Federation of Cleveland. The initial annual operating

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and then add  
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In addition to these specialists, consultants will also be used, and work will be farmed out to existing institutions.

The Director of the <sup>Council</sup> Center will present to the Board of Trustees by January 1, 1991 a five-year plan of action, with a timetable and budget. At the end of each subsequent year, the Council will issue an annual report that will be distributed to all segments of the Jewish community concerned with Jewish education and Jewish continuity.

The Commission's recommendations and plans require that the Council work simultaneously on the local and national scene. On the local scene through Lead Communities; for the national scene it will develop strategic plans to develop the profession of Jewish education and involve more community leaders in the Jewish educational enterprise.

## II. The Establishment of Lead Communities

The basic concept of the Lead Communities was refined as the Commission progressed with its work.

A Lead Community <sup>is</sup> ~~could be~~ a place -- a whole community -- that will engage in the process of re-designing and improving the delivery of Jewish education. The focus will be on dealing with the shortage of qualified

-3  
inspiration

personnel and on recruiting communal support,, with the goal of effecting and inspiring change in the various programmatic areas of Jewish education,, through a wide array of intensive programs..

Initially,, three to five Lead Communities will be chosen in North America..

The selection process of these Lead Communities will be worked out by the staff of the Council and approved by the Board..AA number of cities have already expressed their interest in being considered,, including Baltimore,, Denver,, Los Angeles,, Philadelphia,, Cincinnati,, Cleveland,, Detroit,, Chicago,, Toronto,, and New York.. These and possibly other cities will be considered by the Council.. The goal will be to choose those that provide the strongest prospects for success and will be able to serve as models for other communities in the future.. With this in mind,, the following criteria for selection are being considered:

- o It will be important to choose communities in various geographic locations..
- o They should be of different sizes..
- o Some should be relatively new communities and others well-established..
- o There may be sociological differences and communities may have different levels of Jewish

involvement. The object therefore will not be simply to select communities that are most eager to participate in the program or even offer the greatest promise of leadership and financial support,, but rather those that will provide the most significant lessons for a broad national program to be undertaken in the future.

To make this determination,, the staff will have to produce an analysis of the structure of the different communities that have offered to participate in the program,, and then make suggestions as to how best to select the three to five sites that will provide the most fruitful settings as well as the most representative spread.. The staff will also make on-site visits to those communities most likely to be selected.

When the recommendations are acted upon by the Board,, a public announcement will be made so that the Jewish community as a whole will know which cities will be selected as Lead Communities.. Commissioners have suggested that for each Lead Community,, the following conditions should be met:

*tease*

- \* There must be credible demonstration that the leadership of the Community is willing to undertake a significant program of change in Jewish education.



- \* A large percentage (possibly 75%) of all the educational institutions and settings for education in the community must agree to join the endeavor.
- \* The leaders of the Community must agree to participate in orientation, education and training programs.
- \* The key professionals in communal educational institutions will establish on-the-job education and training for all professionals in the community.
- o The community must undertake to raise sufficient funds for the program. This does not mean that only wealthy communities will be eligible; what is required is a significant increase in allocation and not an absolute sum of money.

Among the first steps to be taken in each Lead Community will be to create a local planning committee consisting of the leaders of the organized Jewish community, the Rabbis and the educators in all the institutions involved in Jewish education. The Council

will help each local committee recruit a staff of professionals to work on the program. It will be the staff's responsibility to prepare a written report on the state of Jewish education in its community. This report will form the basis for the preparation of a plan of action, including recommendations and new programs. The Council sees as its mission to offer whatever assistance is needed in this process.

Once this report is completed, the local staff will work with the national Council to determine the steps to be taken to implement the action plan.

Though detailed plans will have to be prepared <sup>individually by each</sup> for <sup>Lead</sup> Communities, the following could serve as examples of what might be done:

Every member of the educational institutions in Lead Communities will join in an ongoing collective effort of study and self improvement.

1. Training programs will be established for principals and teachers involving weekends, summer programs and vacation programs with experts and scholars from the denominations and universities, both in the U.S. and in Israel.

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1. Training programs will be established for principals and teachers involving weekends, summer programs and vacation programs with experts and scholars from the denominations and universities, both in the U.S. and in Israel.

2. On-the-job training programs will be developed for all educators - both formal and informal.
3. Each local school, community center, camp, youth program, etc., will adopt elements from the inventory of best practices maintained at the Council. This will lead to an immediate expansion and the enhancement of their current educational program.

After deciding what form of best practice they want to adopt, the community will develop the appropriate training program so that this practice can be introduced into the relevant institutions. An important function of the local planning group and national Council will be to monitor and evaluate these innovations, and to study their effect.

Cultivating new sources of personnel will be a major area of activity. Some of it will be planned and implemented at the national level. However, each Lead Community will be a testing-ground for the recruitment of new and talented people into the system.

The injection of new personnel into a Community will <sup>be</sup> made <sup>serve</sup> for several purposes: to introduce new programs; to offer new services such as family education; to fill needs such as early childhood education; to provide

experts in the Bible, Jewish history, etc.; and to fill existing but vacant positions.

These new positions are going to be filled in innovative and creative ways, so that new sources of personnel are <sup>utilized</sup> developed. The Council will establish a Fellowship program and an Educational Corp to enlist the services of young talented Jews who might not otherwise consider the field of Jewish education as a career choice.

1. Fellows of the Council - There is a reservoir of young Jews who are outstanding people in general education as well as in other fields ((philosophy, psychology, etc.)) who would welcome the opportunity to make contributions to Jewish life in a Lead Community. The Council and the local planning committee will recruit at least two such individuals per Lead Community as Fellows, for a period of three years. These fellows will bring the best of general education into Jewish education, serving as teacher-trainers, and working in monitoring and evaluation.
  
2. Jewish Education Corps - Another source of talent for the system could be outstanding college students who have good Jewish backgrounds (such as graduates of day schools, of Hebrew speaking camps and students



specializing in Judaica at colleges and Universities). These students might not be planning a career in Jewish education, but they are deeply committed to Judaism and have the potential to be good educators. The Council will attract these people through a program modelled after the concept of the Peace Corps. Multi-year agreements will be made in which they will commit themselves to devote eight hours a week for four years to Jewish education in a Lead Community and to be trained for the assignment. During this time they will continue with their general studies at the University. In exchange for their teaching services, the Lead Community will offer appropriate remuneration: tuition for four years.

3. Fast-Track Programs - Efforts will be made to build Fast Track training programs for young men and women majoring in Judaica at colleges and universities. It is currently estimated that there are hundreds of potential candidates. These people now have few job opportunities and might well be excited about opportunities in Lead Communities.

4. Another source of new personnel could be people who are looking to make a career change. Many such individuals are currently in the general education system. Often they are in their thirties or forties and are looking for new challenges.

If each Lead Community succeeds in recruiting 20 people from these various sources,, it could have a tremendous impact on the quality of Jewish education. These newly recruited educators will choose to participate in this endeavor because they believe that they will be making a difference. They will be highly motivated,, and their enthusiasm is likely to be transmitted to their students..

All the Lead Communities will work together in an Association of Lead Communities,, similar to the Association of Effective Schools.. It will be the responsibility of the Council to make sure that the local committees and professional staffs meet together and network..

Lead Communities will also serve as pilot programs for national efforts in the areas of recruitment,, salary and benefits,, of ladders of advancement and generally of building the profession..

For example,, a program will be developed to allow senior teachers in Lead Communities to be given a prominent role in determining policy and in deciding which best practices to adopt,, thereby playing a more important role in the education process. The issue of empowerment may be one of the most significant keys for attracting a

high caliber ~~of~~ educator,, and while the Council will develop ways to give teachers nationally a greater voice and creative input,, this will be applied early on and experimentally in Lead Communities..

In this process,, a new ladder of advancement for teachers will be established. Lead Communities will be creating new positions and roles <sup>educator/</sup> for <sup>Talented teachers</sup> teacher to assistant principal and then to principal,, as is currently the case,, a good teacher will be able to specialize and play a leading role in his or her field of expertise throughout the community.. For example,, a teacher who became a Bible specialist might become a leading figure in this field for an entire Lead Community..

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This will be in addition to the advance from

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The Commission's recommendations and action plan will necessitate that the Council develop a strategic plan for its implementation throughout North America.. Among the ideas and suggestions that the Council will be considering for building blocks personnel are:

1. A national recruitment plan will be prepared to bring new people into the field of Jewish education.

For the first time a systematic approach to recruitment will be undertaken,, bringing marketing thought to bear on Jewish education.. A market study will be undertaken

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FACSIMILE TRANSMISSION

TO: David Finn

DATE: 22 May, 1990

FROM:

A. Hachit

NO. PAGES: 7

FAX NUMBER: 001-212-715 1662

Dear David,

The following pages are not in the edited version and  
we wanted to be sure you received them.

Regards,

*A. Hachit*