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CIJE correspondence, meetings and workplan. Lead
Communities planning documents and workplan,
1992-1993.

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FAX SENT
DATE: 11.3.93

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: Virginia F. Levi Date: March 11, 1993
From: Carlise Biren No. Pages: 1
Fax Number: _____

Dear Ginny,
Could you please send us by fax, the latest
version of Gamoran's paper (the one that Annette
gave you).



Thanks

Shabbat Chalom

Carlise



PREMIER INDUSTRIAL CORPORATION
FACSIMILE HEADER SHEET
73138 (5/90) PRINTED IN U.S.A.

DATE: 3/11 TIME: _____ NUMBER OF
PAGES SENT: 5

TO: FAX NO. () <u>619-951</u>	FROM: FAX NO. (214) <u>961-9962</u>
Name <u>CAROLINE BIRAN</u>	Name <u>BINNY LEVI</u>
Company _____	Company _____
Street Address _____	Tele. No. () _____ Ext. _____
_____ City State Zip Country	



August 1, 1992

MONITORING, EVALUATION, AND FEEDBACK IN LEAD COMMUNITIES -- TENTATIVE PLAN OF WORK FOR 1992-93

I. CONTENT

For Lead Communities, 1992-93 will be a planning year. The agenda for the evaluation project is to raise questions that will (a) stimulate and assist the planning process; (b) enumerate the goals that Lead Communities intend to address; and (c) identify current practice so that progress towards goals can be assessed in the future. Broadly, the field researchers will raise three questions:

- (1) What are the visions for change in Jewish education held by members of the communities? How do the visions vary across different individuals or segments of the community? How vague or specific are these visions? To what extent do these visions crystallize over the course of the planning year (1992-1993)?
- (2) What is the extent of community mobilization for Jewish education? Who is involved, and who is not? How broad is the coalition supporting the CIJE's efforts? How deep is participation within the various agencies? For example, beyond a small core of leaders, is there grass roots involvement in the community? To what extent is the community mobilized financially as well as in manpower?
- (3) What is the nature of the professional life of educators in this community? Under what conditions do teachers and principals work? For example, what are their salaries, and their degree of satisfaction with salaries? Are school faculties cohesive, or fragmented? Do principals have offices? What are the physical conditions of classrooms? Is there administrative support for innovation among teachers?

Visions of reform. The issue of goals was not addressed in A Time To Act. The commission report never specified what changes should occur as a result of improving Jewish education, beyond the most general aim of Jewish continuity. Specifying goals is a challenging enterprise given the diversity within the Jewish community. Nonetheless, the Lead Communities project cannot advance -- and it certainly cannot be evaluated -- without a compilation of the desired outcomes.

For purposes of the evaluation project, we will take goals to mean outcomes that are desired within the Lead Communities. We anticipate uncovering multiple goals, and we expect persons in different segments of the community to hold different and sometimes conflicting preferences. Our aim is not to adjudicate among competing goals, but to uncover and spell out the visions for change that are held across the community. To some extent, goals that emerge in Lead Communities will be clearly stated by participants. Other goals, however, will be implicit in plans and projects, and

the evaluation team will need to tease them out. The evaluation project will consider both short-term and long-term goals.

Another reason for focusing on visions is that a lack of clear goals has hindered the success of many previous reform efforts in general education. For example, the New Futures Initiative, an effort by the Casey Foundation to invigorate educational and community services in four inner-city communities, was frustrated by poor articulation between broad goals and specific programs. Although the communities were mobilized for reform, the connections between community leaders and front-line educators did not promote far-reaching programs for fundamental changes. New programs were generally supplemental, and they tended to produce superficial changes.

Questions related to visions include asking about anticipated obstacles, about overcoming barriers between segments of the Jewish community, and about how participants foresee moving from goals to implementation. By asking questions about visions, the evaluation project will not only document goals, but will help persons at all levels of the Lead Communities project -- lay leaders, parents, educators, and other Jewish professionals -- to think about their visions of the future. This process may lead to interactive thinking about goals, and may help the communities avoid purely top-down or bottom-up strategies.

It will be important to consider the concreteness of the visions in each community. Do the visions include a concept of implementation, or do ideas about goals remain abstract? Do participants recognize a link between their visions of change and the structure they have established to bring about change?

Community mobilization. According to *A Time To Act*, mobilizing community support for Jewish education is a "building block" of the Lead Communities Project, a condition that is essential to the success of the endeavor. This involves recruiting lay leaders and educating them about the importance of education, as well as increasing the financial resources that are committed to education. The Report quotes one commissioner as saying, "The challenge is that by the year 2000, the vast majority of these community leaders should see education as a burning issue and the rest should at least think it is important. When this is achieved...money will be available to finance fully the massive program envisioned by the Commission (p.64)."

Recent advances in educational theory also emphasize the importance of community-wide, "systemic" reform instead of innovations in isolated programs. Educational change is more likely to succeed, according to this view, when it occurs in a broad, supportive context, and when there is widespread consensus on the importance of the enterprise. Hence, an important issue for the evaluation of Lead Communities is the breadth and depth of participation in the project. What formal and informal linkages exist among the various agencies of the community? Which agencies participate in the visions of change that have been articulated?

As part of their applications Lead Communities are proposing planning processes for the first year of work. In studying mobilization in the communities, we need to observe how this planning process unfolds. Is the stated design followed? Are departures from initial plans helpful or harmful? Is there broad participation? Are the planners developing thoughtful materials? We will need to describe the decision-making process. Is it open or closed? Are decisions pragmatic or wishful?

The professional lives of Jewish educators. Enhancing the profession of Jewish education is the second critical building block specified in A Time To Act. The Report claims that fundamental improvement in Jewish education is not possible without radical change in areas such as recruitment, training, salaries, career tracks, and empowerment of educators. Hence, the evaluation project will establish baseline conditions which can serve as standards for comparison in future years.

Field research may center on characteristics and conditions of educators including background and training, salaries, and degree of satisfaction with salaries; school facilities; cohesiveness of school faculties; administrative support for innovation; and so on. Additionally, we will observe a subset of educational programs that are in place as the Lead Communities project begins. These observations will be used as baseline data for comparative purposes in subsequent years. We will try to consider programs which, according to the visions articulated in the community, seem ripe for change.

II. METHODS

In the long term (e.g., four years?), it is possible to think about quantitative assessment of educational change in Lead Communities. This assessment would involve limited surveys that would be administered in 1993-94 and repeated perhaps every two years. For the present, the evaluation project will make only limited use of quantitative data, relying mainly on information gathered by the community itself, such as participation rates, trends in funding, teacher turnover, etc. The bulk of the assessment carried out by the evaluation project, at least during the first two years, will emphasize qualitative assessment of the process of change in Lead Communities. The main methodological tools will be interviews and observations.

Snowball sampling for interviews. A "snowball" technique for selecting interview respondents appears appropriate here. In this approach, the researcher identifies an initial group of respondents, and adds to the list of subjects by asking each interviewee to suggest additional respondents. At some point in an interview, for example, the researcher might ask, "Who else is involved in (program x)? Who else is a leader in this area in this community?" Subsequently, the researcher interviews some of those named by previous subjects, particularly if new subjects are named by more than one previous informant.

In the snowball approach, it is important to begin with multiple starting points, so that one does not become confined to a narrow clique within the community. We might use the following three starting points from which we would snowball outward:

- (1) Key actors identified in the Lead Communities proposal from each community.
- (2) A list of leaders of all community organizations that are involved in education, possibly prepared by the head of the local Jewish federation. The list must include leaders of any organizations that are not participating in the Lead Communities project.
- (3) Random samples of educators and lay persons not included in (1) or (2).

These samples should clarify the social ecology of the Jewish community.

Aims of evaluation. The purpose of the evaluation, especially in the first two years, is weighted more towards developing policy than towards program accountability. Feedback on the process is seen as much more important than summative evaluation at the present time. We suspect that most Jewish educators recognize that Jewish education is not succeeding, and will understand that the field researchers are not there to document their failures. Instead, the field researchers can serve the educators and their communities by helping them reflect on their situations and by serving as mirrors in which their programs can be viewed alongside their goals.

In one sense, the evaluation project does emphasize accountability. By the end of the first year, Lead Communities are expected to have well-articulated visions for change, and implementation plans developed. The evaluation project will help judge whether the processes within the Lead Communities are leading towards these outcomes, and will assess progress toward these general goals in the spring of 1993.

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To:	Ginny Levi	Date:	March 9, 1993
From:	Oriana Or	No. Pages:	1
Fax Number:	001-216-361-9962		

Dear Ginny,

Your fax to Caroline, re: Jane Gellman, was referred to me. Thank you for bringing it to our attention, Yes, Annette also asked me to take care of it as well, and I wanted to let you know that although Annette has not returned from the United States, a meeting has been arranged for Jane with Shmuel Wygoda and Danny Marom at the Mandel Institute this Wednesday.

Annette also asked me to fax you about a call that she received from Melitz asking about the request for a scholarship from MAF. They have not received any response to date.

In addition, Annette asks that you send us a package of documents which should include the Planning Guide and the Best Practices document, as many as you feel you can spare.

I heard you had quite a snow storm in Cleveland! It is hard to think of you buried under snow, when the weather in Jerusalem has become positively spring like, with already the first bloom of wild flowers on the hills.

Regards,

Oriana

PREMIER INDUSTRIAL CORPORATION
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73135 (5/90) PRINTED IN U.S.A.DATE: 3/8 TIME: _____
NUMBER OF PAGES SENT: 1TO: FAX NO. () 619 - 951Name CAROLINE BIRAN

Company _____

Street Address _____

City

State

Zip

Country

FROM: FAX NO. RIA 361 - 9962Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Dear Caroline,

During our meeting in Milwaukee, Annette promised to see Jane Gellman in Jerusalem this week. In light of the change in AH's plans, I think Jane should be notified that it won't be possible. (Maybe Annette has already asked you to do this.) Jane can be reached in care of her sister, Judy (I think) Mann at Melity. Could you please do this?

Thanks,

Ginny

FAX SENT

DATE:

19.2.93

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: <u>Virginia F. Levi</u>	Date: <u>Feb 19, 1993</u>
From: <u>Caroline Biran</u>	No. Pages: <u>1</u>
Fax Number: _____	

Dear Ginny,

Another fax to tell you that Annette would like very much, if possible, to receive a Schedule of the Milwaukee's meetings and with whom are you going to meet there.

I'll be coming to the office at 3 pm today to receive another fax that I have to bring to Annette before Shabbat. If you can send it to me then, I will be able to bring it to her today. If not pls send to Rayflower for her attention.

Thanks, Caroline

Shabbat Shalom! (what a week!)

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

FAX SENT
DATE: 18/2/93
א"ב

Facsimile Transmission

To: Virginia F. Levi	Date: February 18, 1993
From: Caroline Biran	No. Pages: 1
Fax Number: _____	

Dear Ginny,

1. Referring to the fax that came from you yesterday: yes, you should have copies of Barry holtz's -- best practices document for everyone. Planning guide - only a few copies.
2. The letter is o.k.
3. Referring to my fax of yesterday asking for 3 envelopes to be send to the Mayflower. Fox's envelope should be there tomorrow if possible. The others, for Annette and Shmuel, can be there for Sunday.

Thanks, we are working late today so if you need anything...

Caroline



PREMIER INDUSTRIAL CORPORATION

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DATE: 2/17 TIME: _____NUMBER OF
PAGES SENT: 2TO: FAX NO. (2) 619 - 951Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City

State

Zip

Country

FROM: FAX NO. (2/6) 361 - 9962Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Annette,

Please review the attached draft before I send it out. If I can hear from you by fax Thurs. AM (I won't be in the office until about 9:30), I'll get the books out so they're in the hands of the planners by Fri. I'll send yours to the Mayflower.

I've asked MCM if we should have this and the planning guide available for board members on the 25th. What do you think?

Thanks. See you soon.

Ginny

MEMO TO: Lead Community Planning Directors
FROM: Henry L. Zucker, Executive Director
DATE: February 17, 1993
SUBJECT: Best Practices Project: The Supplementary School

Enclosed is a draft of Dr. Barry Holtz' paper "Best Practices Project: The Supplementary School." We hope you will find this helpful as you move ahead with the Lead Community project. This document contains the results of a series of consultations with people knowledgeable about supplementary schools. It contains their criteria for identifying "best practices," site visit reports and overviews. The introduction to the report relates the Best Practices project to the introduction of change in communities and may be especially useful to you in planning the process.

In the upcoming visit of Lead Community staff and consultants to your community, we hope to discuss the practical implications of this paper for your work.

Mandel Institute

FAX SENT
DATE: 12/12/93
18/10

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Fax: 972-2-619 951

Facsimile Transmission

To:	Virginia F. Levi	Date:	February 17, 1993
From:	Caroline Biran	No. Pages:	1
Fax Number:			

Dear Ginny,

Annette asked me to fax you with a request, that you please send to the Mayflower hotel in New York, two copies of the Ukeles document (the planning guide) and two copies of Barry's latest document on Best Practices - sup. schools. This should go in three separate envelopes to Annette Hochstein, Seymour Fox and Shmuel Wygoda.

Thanx,

Caroline
Caroline

Mandel Institute

AX SENT

DATE:

17/2/93
18/2/93

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: Ginny Levi

Date: February 17, 1993

From: Caroline Bitan

No. Pages: 2

Fax Number: _____





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State

Zip

Country

FROM: FAX NO. (26) 341 - 99

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Dear Annette / Caroline,

1. Meetings in Milwaukee will be at their Federation - 1360 N. Prospect Ave.,

Phone - 414-271-8338; Fax - 414-271-7081.

Howard Neistein will meet us all at the Delta baggage claim at 8:10. What time is your flight? Annette arrives at 8:05 by Midwest express flight 902

2. Meetings on 2/24 are all at JCCA.

3. Will you need AV equipment (overhead projector + on Wed. + Thurs.? Probably. No yet 81

4. Should the meeting books include Barry's paper? A paper from Adam? If so, who? Same as Senior

5. We're not mailing in advance of the meets. Eigenstat paper won't be ready, even by the meeting.

6. Barry's paper will be delivered Wed. Should send it to planners, or someone else in the U. How many? I don't have a cover letter, yet, will review the Planning Guide one.

3-5 - then see respnd. R

Best!



TO: FAX NO. () 619 - 951

Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City

State

Zip

Country

FROM: FAX NO. (216) 361 - 9962

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Dear Annette / Caroline,

1. Meetings in Milwaukee will be at their
Federation - 1360 N. Prospect Ave.,

Phone - 414-271-8338; Fax - 414-271-7081.

Howard Neistern will meet us all at the
Delta baggage claim at 8:10. What time is
your flight?

Do St coming? I didn't
think so, but Caroline's
fax suggests he is.

2. Meetings on 2/24 are all at JCCA.

3. Will you need AV equipment (overhead projector + screen)
on Wed. + Thurs.?

4. Should the meeting books include Barry's latest
paper? A paper from Adam? If so, which?

5. We're not mailing in advance of the meeting.
Eigenstat paper won't be ready, even by the
meeting.

6. Barry's paper will be delivered Wed. Should I
send it to planners, or someone else in the community
How many? I don't have a cover letter, yet, but
will revise the Planning Guide one.

Regards,

Ginny

Mandel Institute

FAX SENT

DATE:

16/2/93
א.ל.ה.

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To:	Ginny Levi	Date:	February 16, 1993
From:	Annette Hochstein	No. Pages:	1
Fax Number:	001-216-361-9962		

Dear Ginny,

With reference to Jonathan Woocher's memo to Henry Zucker, my thoughts are as follows:

1. It should be MLM's or HLZ's decision whether or not to make available the interview featured in Agenda: Jewish Education.
2. The planning guide is not final. It may be a good idea to distribute a "general purpose" version after it is tried and finalized. We should decide this with Jon when ready.

Regards,

Annette

Orana
See next
page

MEMO TO: Shulamith Elster, Annette Hochstein, Stephen Hoffman
FROM: Virginia F. Levi
DATE: February 12, 1993

I am taking the liberty of sending you the attached, as I forward it to HLZ, because I think it requires a quick response and you may have some thoughts on the subject. Please let me know your advice on how to respond and I'll get back to Jon.



JESNA



JEWISH EDUCATION
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השירות היהודי
לחינוך

MEMORANDUM

TO: Henry Zucker

FROM: Jonathan Woocher

DATE: February 11, 1993

SUBJECT: CIJE matters

Welcome back to the saddle!

I have two items that have been left pending in the transition in CIJE management that I would appreciate your giving some thought to.

1. I know that the original projected agenda for the CIJE annual meeting is being reworked. We had planned on having complimentary copies of JESNA's new magazine Agenda: Jewish Education, which features the interview with Mort, for all the attendees. Would you still like us to make these available? If so, approximately how many will be needed? (Obviously, we're delighted to do this, so it's your call.)
2. Shulamith, Jack Ukeles, and I have discussed on occasion the possibility of JESNA distributing a "general purpose" version of the planning guide being prepared for the Lead Communities (i.e., a version without the specific references to the Lead Communities process and CIJE assistance). This would be clearly identified as prepared for and by CIJE; we would handle the printing and distribution. Our thinking was: a) this is good material which should receive broader circulation; and b) this would be a low effort (for CIJE) way of providing some tangible help and retaining visibility in the non-Lead Communities.

I'd appreciate your giving this idea some thought and letting me know if you think it makes sense.

I'm looking forward to seeing you on the 24th.

With my best wishes.

Handwritten: Please let's
say it
suggest a
follow-up

Handwritten: MLN
decide
if yes or no

Handwritten: Not at
this
time!

Handwritten: When
the
planning
guide is
final

Handwritten: I don't
think
it should
be decided

Handwritten: A

730 BROADWAY
NEW YORK, NY 10003-4040
since 418 Lafayette Street
(212) 529-0000
FAX: (212) 529-0009

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אנני (73/12/14)

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Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To:	Ginny Levi	Date:	February 14, 1993
From:	Oriana Or	No. Pages:	1
Fax Number:	001-216-361-9962		

Dear Ginny,

Annette asked me to let you know that Dr. Israel Katz called her to say that he will attend the annual meeting on February 25th in New York upon Mr. Mandel's invitation. Annette gave him the times and address.

Sincerely,

Oriana
Oriana

AMERICAN JEWISH
ARCHIVES



FAX SENT

DATE:

14/2/93
JS

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: Virginia F. Levi Date: February 14, 1993
From: Caroline Bitan No. Pages: 2
Fax Number: _____

Dear Ginny,

Annette approved the attached. Please process for payment.

Thanks,

Caroline

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of Educational Progress
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*Approved
Annette*



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Name ANNETTE HOCHSTEIN

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City

State

Zip

Country

FROM: FAX NO. R/G 361 - 9962

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____



MEMO TO: Annette Hochstein, Stephen H. Hoffman
FROM: Virginia F. Levi *Jimmy*
DATE: February 12, 1993

At our teleconference, we did not decide whether we would send materials to board members in advance of the meeting. The possibilities seem to be the following:

1. Lead Communities at Work
2. Barry Holtz report to senior policy advisors, possibly somewhat revised
3. A paper on monitoring, evaluation and feedback (something other than what we currently have?)
4. Eizenstat paper (which is being produced in book form by JCCA, but is not yet ready)

We also did not set a date for the next telecon. I would appreciate your quick advice on these two matters.



DATE: 2/12 TIME: _____
NUMBER OF PAGES SENT: 3

TO: FAX NO. () 619 - 951

Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City _____ State _____ Zip _____ Country _____

FROM: FAX NO. R/G 361 - 9962

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

*Seymour's
Meeting with Josh Aheles at
1:15 p.m. on 2/22 at The Mayflower
is confirmed.*



MEMO TO: Shulamith Elster, Annette Hochstein, Stephen Hoffman
FROM: Virginia F. Levi
DATE: February 12, 1993

I am taking the liberty of sending you the attached, as I forward it to HLZ, because I think it requires a quick response and you may have some thoughts on the subject. Please let me know your advice on how to respond and I'll get back to Jon.





JEWISH EDUCATION
SERVICE OF
NORTH AMERICA, INC.

השירות היהודי-חינוכי
של צפון אמריקה

M E M O R A N D U M

TO: Henry Zucker

FROM: Jonathan Woocher

DATE: February 11, 1993

SUBJECT: CIJE matters

Welcome back to the saddle!

I have two items that have been left pending in the transition in CIJE management that I would appreciate your giving some thought to.

1. I know that the original projected agenda for the CIJE annual meeting is being reworked. We had planned on having complimentary copies of JESNA's new magazine Agenda: Jewish Education, which features the interview with Mort, for all the attendees. Would you still like us to make these available? If so, approximately how many will be needed? (Obviously, we're delighted to do this, so it's your call.)
2. Shulamith, Jack Ukeles, and I have discussed on occasion the possibility of JESNA distributing a "general purpose" version of the planning guide being prepared for the Lead Communities (i.e., a version without the specific references to the Lead Communities process and CIJE assistance). This would be clearly identified as prepared for and by CIJE; we would handle the printing and distribution. Our thinking was: a) this is good material which should receive broader circulation; and b) this would be a low effort (for CIJE) way of providing some tangible help and retaining visibility in the non-Lead Communities.

I'd appreciate your giving this idea some thought and letting me know if you think it makes sense.

I'm looking forward to seeing you on the 24th.

With my best wishes.

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FAX: (212) 529-2009

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NUMBER OF

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Name ANNETTE HOCHSTEIN

Company

Street Address

City

State

Zip

Country

FROM: FAX NO. (214) 361 - 9962

Name GINNY LEVI

Company

Tele. No. () Ext.

Dear AH+SF -

Here's the camper material.

The Planning Guide is at the printer and should be ready to go Fri. You asked to see the cover letter and I really want your comments on it - I faxed it to you on Wed. I need your help on that and your advice on quantities. Maybe you could fax it back with your advice on Fri. AM.

Thank - We're making progress.

B

MEMO TO: Camp Counselors
FROM: Virginia F. Levi *giving*
DATE: February 11, 1993
SUBJECT: Camper Calls

Attached is an updated list of camper assignments, indicating responses to the invitation to the February 25 meetings as of February 11. Also enclosed is a memorandum from Shulamith on camper notes and, if I do not think you already have them, the following documents: Lead Communities at Work, progress report on Best Practices, and progress report on Monitoring, Evaluation and Feedback.

I suggest that you focus your calls on those people who are planning to come and those who have not yet responded. To the extent you have time, it would be useful to talk with those who are not attending, but given the short time frame, it seems most critical to get positive responses from those who have not responded and to bring those who will be present up to date.

At the very least, please let me know when a request has been made and, where appropriate, attendance plans. Ideally, we should follow our usual practice of submitting brief written reports focusing in particular on issues of concern to an individual camper, to be shared prior to the meeting. Anything submitted to me will be copied and distributed to the group.

Please call if you have any questions.

2/11/93

CIJE Board Members - Camper Assignments

Name	Counselor	2/25 Response	Done	Name	Counselor	2/25 Response	Done
David Arnow	AH	Yes		Henry Koschitzky	AJN		
* Bill Berman	AJN	Yes		* Mark Lainer	SRE		
* Charles Bronfman	MLM			Norman Lamm	AH		
Gerald Cohen	SRE	Yes		Norman Lipoff	SHH	No	
* John Colman	HLZ	Yes		S. Martin Lipset	SRE/SF	No	
Maurice Corson	AJN	No		* Morton Mandel		Yes	
Susan Crown	SRE			* Matthew Maryles	SRE		
Inwin Field	?	No		Florence Melton	SF	No	
Max Fisher	MLM	No		* Melvin Merians	SRE	Yes	
* Charles Goodman	SHH	No		* Lester Pollack	AR	No	
Alfred Gottschalk	SF	No		* Charles Ratner	SHH	Yes	
Arthur Green	SRE	No		* Esther Leah Ritz	AH		
* Neil Greenbaum	SRE	Yes		Richard Scheuer	MLM	Yes	
Thomas Hausdorff	SRE			Ismar Schorsch	AH	Yes	
* David Hirschhorn	SF/AJN	No		Isadore Twersky	SF	Yes	
Ludwig Jesselson	MLM/AJN	Yes		Bennett Yanowitz	SHH	Yes	

* Executive Committee members

New York, NY 10003
FAX: (212) 213-4078

MEMORANDUM

DATE: February 10, 1993

SUBJECT: Camper Notes
For discussion at Telecon

DRAFT

Faxed To: Virginia Levi
Barry Holtz

1. The focus of conversations with campers should be progressing to date with specific emphasis on the launch of the Lead Communities Project in Atlanta, Baltimore and Milwaukee.

The three communities were selected at the last meeting of the Board - late August. Each community had been at work - on some level - thinking about how the important issues might be addressed.

The introduction of the Lead Community concept provided each community with an impetus and a possible plan for addressing the important issues - the CIJE "enabling options" - personnel and community mobilization.

Each community has constituted a local commission/local CIJE and is setting initial meetings to launch the project.

(Refer to Lead Communities At Work - 1/93 for full description.)

- ## 2. Specific Points:

Where do we expect the communities to be a year from now?

- Introduction of Pilot Projects by Barry Holtz to "jump start" activities.
- Local Commission up and running and engaging the various constituencies: importance of the wall-to-wall coalition.
- Educators survey completed to provide information for work in the critical area of personnel.
- Introduction of Best Practices Project (refer to Holtz report to Senior Advisors - 1/93).

- Planning for the Project completed through direction of CIJE in the prepared Planning Guide.
- Activity of the Monitoring, Evaluation and Feedback project - three field researchers working - one in each community. Focus of their work is community mobilization for significant change (refer to Gamoran papers).

What is the role of the CIJE?

- guidance, technical support, CONTENT support, best thinking of the experts in Jewish education.
- CIJE as the catalyst for the other resources -- movements and denominations, National organizations.
- Work of the Mandel Institute: The Goals Project to Inform discussion on institutional and communal level.
- Access to foundations: joint grants, research on change - education world focus on the issue of systemic change.

What is "new" within the CIJE?

- Change in executive leadership.
- Cleveland base.
- Barry to join staff full-time in May? June? to further develop research and community programs component of work of the CIJE.

Note: The various materials - Lead Communities At Work, Barry's most recent report and Adam's paper - all contain the specific information for elaboration of these topics.

FAX SENT
DATE: 10/2/93
-8*

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To:	Ginny Levi	Date:	February 10, 1993
From:	Annette Hochstein	No. Pages:	1
Fax Number:	001-216-361-9962		

Dear Ginny,

Could you please forward to Dr. Daniel Pekarsky the following documents. I promised them to him when we met in Cleveland last week.

1. The background materials to the 5 Commission meetings
2. The Commission research reports
3. The 3-year plan of the monitoring, evaluation, feedback project
4. The new planning guide
5. Barry Holtz's memo to the Senior Policy Advisors and the paper that was given to the Board of the CIJE last year
6. "Lead Communities at Work"

This is of course less urgent than some of the other things on your agenda and can wait until things are a bit lighter.

Regards,



Annette

AH/oo



DATE: 2/10 TIME: _____

NUMBER
PAGES: _____

TO: FAX NO. () 619-951

Name SEYMOUR FOX
ANNETTE HOCHSTEIN

Company _____

Street Address _____

City

State

Zip

Country

FROM: FAX NO. (216) 361-

Name GINNY LEV

Company _____

Tele. No. () _____

Draft for discussion at Telecon



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing address: 163 Third Avenue #128
Phone: (212) 532-1961

New York, NY 10003
FAX: (212) 213-4078

MEMORANDUM**TO:** CIJE Staff**DATE:** February 10, 1993**FROM:** Shulamith Elster**SUBJECT:** Camper Notes
For discussion at Telec**DRAFT**

Faxed To: Virginia Levi
Barry Holtz

1. The focus of conversations with campers should be progressing to date specific emphasis on the launch of the Lead Communities Project in Atl Baltimore and Milwaukee.

The three communities were selected at the last meeting of the Board - August. Each community had been at work - on some level - thinking about the important issues might be addressed.

The Introduction of the Lead Community concept provided each community an impetus and a possible plan for addressing the important issues - the "enabling options" - personnel and community mobilization.

Each community has constituted a local commission/local CIJE and is holding initial meetings to launch the project.

(Refer to Lead Communities At Work - 1/93 for full description.)

2. Specific Points:

Where do we expect the communities to be a year from now?

- Introduction of Pilot Projects by Barry Holtz to "jump start" activities.
- Local Commission up and running and engaging the various constituents importance of the wall-to-wall coalition.
- Educators survey completed to provide information for work in the field of personnel.
- Introduction of Best Practices Project (refer to Holtz report to Senior 1/93).

- Planning for the Project completed through direction of CIJE in the Planning Guide.
- Activity of the Monitoring, Evaluation and Feedback project - three researchers working - one in each community. Focus of their work: community mobilization for significant change (refer to Gamoran paper).

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- guidance, technical support, CONTENT support, best thinking of the Jewish education.
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What is "new" within the CIJE?

- Change in executive leadership.
- Cleveland base.
- Barry to join staff full-time in May? June? to further develop research community programs component of work of the CIJE.

Note: The various materials - Lead Communities At Work, Barry's most recent and Adam's paper - all contain the specific information for elaboration of the



DATE: 2/10 TIME: _____

NUMBER OF
PAGES SENT: 3

TO: FAX NO. () 619 - 951

Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City

State

Zip

Country

FROM: FAX NO. R/G 361 - 9962

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Dear Annette,

Could you please give me a quick reaction
to the 2 letters attached. On the Neinstein
one, I'm especially interested in your comments
on the first paragraph. Is it OK?

Also, what number will you and SF
be at tomorrow for the telecon?

Thanks,
Ginny

February 10, 1993

Rabbi Rachel Cowan
The Nathan Cummings Foundation
885 Third Avenue, Suite 3160
New York, NY 10022-4834

Dear Rabbi Cowan:

We are currently recruiting to fill an opening on the Board of the Council for Initiatives in Jewish Education. I am most appreciative of the Cummings Foundation's financial commitment to support the CIJE and hope that we can also count on you to serve on the Board. We meet three times a year in New York, with the next meeting scheduled for Thursday, February 25 at 2:00 p.m. immediately following the Annual Meeting. I hope you will be able to stay.

If you have any questions about this, please feel free to call me at (216) 391-8300 or Shulamith Elster, Chief Education Officer at (212) 532-1961.

I look forward to hearing that you will join us in our work on behalf of Jewish education.

MORTON L. MANDEL -- Chairman

acc: SE
AH

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address:
163 Third Avenue #128, New York, NY 10003
Phone: (212) 532-1961 • Fax: (212) 213-4078

Honorary Chair
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Vice Chairs
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Nell Greenbaum
Matthew J. Maryles
Lester Pollack

Executive Director
Arthur Rotman

Chief Education Officer
Dr. Shulamith R. Elster

February 9, 1993

Mr. Howard Neistein
Milwaukee Jewish Federation, Inc.
1360 N. Prospect Avenue
Milwaukee, Wisconsin 53202

Dear Howard:

It was good to talk with you yesterday. I hope I helped to clarify the purpose of the meeting scheduled for February 22. Basically, we want to find out how CIJE can be helpful to Milwaukee, especially where your goals and ours for building the profession of Jewish education and mobilizing community support coincide.

Enclosed is a document entitled "Lead Communities at Work" which may be helpful to you and your colleagues as you plan for the February 22 meeting. Please note that this is not a final document, but one that should serve as a good basis for discussion.

A draft planning guide is in the final stages of production and should be ready to be mailed by the end of this week.

I look forward to seeing you in Milwaukee later this month. If you have any questions, feel free to call me at (216) 391-8300.

Cordially,

Virginia F. Levi

Enclosure

PREMIER INDUSTRIAL CORPORATION
FACSIMILE HEADER SHEET
73138 (5/90) PRINTED IN U.S.A.DATE: 2/8 TIME: _____
NUMBER OF PAGES SENT: 6

TO: FAX NO. () <u>619 - 951</u>	FROM: FAX NO. <u>216</u> <u>361 - 9962</u>
Name <u>ANNETTE HOCHSTEIN</u>	Name <u>GINNY LEVI</u>
Company _____	Company _____
Street Address _____	Tele. No. () _____ Ext. _____
City _____ State _____ Zip _____ Country _____	

Dear Annette,

In addition to a memo about our Thurs. telecon, I'm sending a Preface draft that Jim Meier sent to me with no instructions. Maybe you've seen it.

By the way, one of your memos today referred to formal minutes of the site visits. I remind you that you advised me not to take notes. I did jot some things down, but am not going to be able to do formal minutes. Please let me know how you think I should proceed with this.

Thanks.

MEMO TO: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Barry Holtz

FROM: Virginia F. Levi *Levi*

DATE: February 8, 1993

COPY TO: Morton L. Mandel

This will confirm plans for a CIJE staff telecon on Thursday, February 11 at 11:00 a.m. eastern time. Barry will be at the Melton Center, Shulamith at JCCA, and I will be at Premier. I need to know from each of the other participants where you will be.

I have the following agenda items to propose. Please let me know if you have any additions or corrections.

1. Lead Community site visits
 - a. Reactions to Atlanta and Baltimore
 - b. Thoughts about Milwaukee
 - c. Next steps
2. Plans for February 25 meetings (See attached draft agendas)
3. Camper calls
4. Internal communications: keeping the team in focus

(In particular, Ellen Goldring is wondering how we can keep her and the field researchers informed. Should Ellen receive minutes of staff telecons and meetings?)

CIJE
Executive Committee
Feb. 25, 1993
10:30 am - 12:00 noon
UJA/Federation
Ballroom E

Attendance (as of 2/5): 6 Yes: Bill Berman, John Colman, Neil Greenbaum,
Mort Mandel, Mel Merians, Chuck Ratner

3 No: Corky Goodman, David Hirschhorn, Lester Pollack

4 No Resp: Charles Bronfman, Mark Lainer, Matthew Maryles, Esther Leah
Ritz

What support staff should attend? Suggestions: HLZ, SF, AH, SHH, VFL?

Proposed Agenda

I. Opening remarks

MLM

[Who prepares - HLZ?]

- Role of Executive Committee
- Change in Leadership

II. Summary of Activities (Brief overview)

HLZ?

- Selection and launch of Lead Communities
- Best Practices
- Monitoring, Evaluation, and Feedback
- Site visits

[Who prepares - AH?]

III. Finances/Ownership

SHH?

(Budget, contributors issue, foundation cooperation)

DRAFT 2/8/93

CIJE
Annual Meeting
Feb. 25, 1993
12:00 noon - 2:00 pm
UJA/Federation
Ballroom A

[Will people be eating as we meet?]

Attendance (as of 2/5): 13 Board members, 33 guests, 13 staff and consultants

Proposed Agenda

- I. Opening Remarks MLM
[Who prepares?]
- Change in executive leadership
 - Opportunities and challenges of bringing the foundation world together
 - Reference to selection and launch of lead communities
 - Discussion
- II. Launch of Lead Communities AH?
- Comments by I. Schorsch on how training institutions are gearing up [Note: He has been asked to speak. AR is willing to follow up on details if we want him to.]
 - Discussion
- III. Best Practices: The good supplementary school B. Holtz
- Discussion
- IV. Concluding remarks MLM

DRAFT 2/8/93

CIJE
Board Meeting
Feb. 25, 1993
2:00 - 3:30 pm
UJA/Federation
Ballroom B

Attendance (as of 2/5): 13 Board members, 13 consultants and staff

I. Opening remarks

MLM

[Who prepares?]

- Report on executive committee meeting
- The role of the board? Committees?
- Anything more on finances/cooperation?

II. CJF Perspective on why foundations should work cooperatively in communities and observations on current situation

M. Kraar

III. Lead Communities: What we've learned since their selection

AH/SE

- What happens next and how we plan to do it

IV. Monitoring in the Lead Communities

E. Goldring
R. Goodman

[Ellen would like someone to prepare Roberta and her, especially to what is or isn't appropriate to discuss at this time.]

- Possible response by Esther Leah Ritz

[Who prepares - AH?]

[Note: David Hirschhorn will not be coming.]

V. Dvar Torah

TBD

[guidepre.fac: DRAFT: 2-8-93]

PREFACE

The Lead Communities Project is intended to demonstrate that local communities can significantly improve the effectiveness of Jewish education through substantial effort, including careful organizing and planning for the task, enlisting a coalition of community institutions, and increasing resources. The challenges facing North American Jewry in improving Jewish education are very great indeed. Positive changes will not come easily nor quickly. Lead Communities are now embarking on the first leg of a long journey.

The Council For Initiatives In Jewish Education (CIJE) is supporting its partnership with local lead communities through a series of projects: the "Best Practices Project," which offers concrete examples of good programs; the "Monitoring, Evaluation and Feedback Project" which has already placed a full-time field researcher in each of the communities; linkages with funders to help obtain financial support, and continental resources agencies to direct their expertise; and a range of technical assistance and support. Planning is one of the areas in which CIJE is assisting local lead communities.

Like many dimensions of systemic improvement, planning is an iterative process: research, information collection and strategies for action will become sharper and increasingly sophisticated with experience. One round prepares the groundwork for the next. This Guide was prepared to help the three lead communities organize and plan effectively and thoroughly, within the limits of the time, personnel and resources they can garner to direct to this effort.

This Guide was developed and written by Dr. James Meier, of Ukeles Associates, Inc. Dr. Jacob Ukeles, President of UAI, and Annette Hochstein contributed to revisions in the document. A number of people reviewed drafts of the Guide and offered valuable comments during its preparation. Thanks go to: Shulamith Elster, Mitchell Jaffe, Virginia Levi, Arthur Rotman, and John Woocher.

Jonathan



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TO: FAX NO. () <u>619 - 951</u>	FROM: FAX NO. (R/L) <u>361 - 9962</u>
Name <u>CAROLINE BIRAN</u>	Name <u>GINNY LEVI</u>
Company _____	Company _____
Street Address _____	Tele. No. () _____ Ext. _____
City _____ State _____ Zip _____ Country _____	

Annette,

Please look at draft
cover and let me know if
it looks OK

Ginny

LEAD COMMUNITIES

AMERICAN JEWISH
ARCHIVES

A PROJECT OF THE
COUNCIL FOR INITIATIVES
IN JEWISH EDUCATION

PLANNING GUIDE

Mandel Institute

FAX SENT
DATE: 9/12/93
JPC

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To:	Ginny Levi	Date:	February 8, 1993
From:	Oriana Or	No. Pages:	1
Fax Number:	216-361-9962		

AMERICAN JEWISH
ARCHIVES

Dear Ginny,

Hi! I believe Caroline has already introduced me to you. I have heard alot of nice things about you and I am looking forward to working with you. If there is anything that I can be of help to you with regards to Annette, please don't hesitate to ask.

With regards to the telecon on Thursday, February 11th - 9:30 a.m. (Cleveland time), is not a good time. We can do it either at 8 a.m. or from 11 a.m. on (your time). Please let me know if this is o.k.

Thanks,

Oriana

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: <u>Guiny Levi</u>	Date: <u>8/2/93</u>
From: <u>Cherette Hochet</u>	No. Pages: <u>5</u>
Fax Number: _____	

Dear Guiny,

Hope this finds you well.
Rather than send multiple copies of
documents to the US, I thought
I'd send them to you for distribution
if OK with you.
Attached - 2 post-tip products for
distribution

Regards,
Cherette

MEMORANDUM

TO: STEVE HOFFMAN, SHULAMITH ELSTER & GINNY LEVI
FROM: ANNETTE HOCHSTEIN
DATE: FEBRUARY 8, 1993

RE: LEAD COMMUNITIES: NEXT STEPS

Dear Fellow Travellers,

Despite the hectic schedule it was wonderful being with you. I hope everyone got home safely and well. So as not to forget -- and before reading formal minutes, I am faxing this preliminary and probably incomplete list of what we need to produce, promises made, meetings to convene or confirm, and steps that are otherwise necessary in order to continue the job of building credibility, momentum and good work in the lead communities. Please see this as a random list which I'll be happy to see integrated in any master list of assignments that Ginny may be compiling. I have not related to the board meetings in this page.

a. Documents:

1. The planning guide should be produced and sent to the communities within the next few days.

2. The Best Practices Guide and Best Practices in the Supplementary School document should be circulated among us at the very end of this week or the beginning of next week, to be produced during the week of the 15th and placed in the hands of the communities before our next round of visits later in February.

b. A pilot project for Baltimore:

1. Barry Holtz and Shulamith Elster to visit with the planners in Baltimore and undertake conversations with them towards the design and development of a first pilot project. A meeting will take place on February 23rd (1:00-5:00 p.m.?) with SF, AH, BH, SRE, and the planners in Baltimore to further discuss this. (Ginny could you please convene this meeting?)

c. Negotiations on funding for a planner:

1. To remind us, Atlanta is asking for some funds to cover a position from March-July (we were not fully clear on this).

Baltimore is probably open to negotiations. In any case, we need to discuss this with MLM - and perhaps SHH to continue the conversation with the communities. (I believe conversation is probably very important right now, to let them know in general that we are following up and not neglecting anything.)

d. We need to further define how ongoing planning and work guidance will be given to the communities.

e. Planning meeting:

1. In light of the communities' strong message concerning the differences between them and the need to develop different solutions to problems, we are now reconsidering the usefulness of a joint planning meeting on March 3rd and 4th. There are several alternatives. One would be to visit the communities again in the coming weeks (Baltimore and Milwaukee are scheduled. Atlanta is a less clear need and assignment.) Another alternative -- suggested to us in Baltimore, would be to hold a satellite teleconference instead of the planned meeting - on March 3 or 4. (Botwinick available at certain times only). We would discuss matters common to the communities, including the planning guide and best practices document or other matters of common interest. We could use the opportunity to have a staff meeting in Cleveland at the same time.

We ought to discuss and decide this very soon -- and then inform the communities as soon as possible.

f. I am working with Adam and Ellen on getting the monitoring, evaluation and feedback project in sync with the work in the communities and useful to the process.

g. Milwaukee: Howard Neistein wanted to be briefed on the agenda for our visit on the 22nd. Steve could perhaps talk to him in the same spirit that you prepared the other communities for our visit.

It is probably important to rapidly contact the communities - under whatever pretext, in order to let them know that we are following up on our visit, and that next steps are forthcoming.

Looking forward to hearing from you all,

Best regards,



MEMORANDUM

TO: SHULAMITH ELSTER
FROM: ANNETTE HOCHSTEIN
DATE: FEBRUARY 7, 1993

RE: MILWAUKEE -- COMMISSION AGENDA

Dear Shulamith,

I hope that you have returned safely and recovered from the busy week we had together. Upon my return home, I read the minutes of the last meeting of Milwaukee's Steering Committee (thanks for forwarding them) and would like to point to a challenge there.

I find it difficult to understand how the agenda that was discussed reflects that of the CIJE or of the Lead Communities Project. One gets the sense that Milwaukee is proceeding as if it were setting up again a commission on Jewish education or Jewish continuity without the benefit of the work already accomplished. Of course from my distance I do not know if this is just my perception based on a document or if it is fact. We need your guidance on that. If this is indeed the case, I recommend that we undertake a number of steps that might help modify the agenda for the first plenary meeting of Milwaukee's commission on February 25.

1. Find out if Dr. Cohen, the planner in Milwaukee, has received and read the following documents:

- a. A Time to Act
- b. The background materials to the 5 Commission meetings.
- c. The Commission research reports.
- d. The 3-year plan of the monitoring, evaluation, feedback project.
- e. Barry Holtz's memo to the Senior Policy Advisors and maybe the paper that was given to the Board of the CIJE I believe last year.
- f. "Lead Communities at Work" (pointing out that this is a document for discussion).
- g. The planning guide -- as soon as it is ready.

If she has not read these I believe it is urgent to give these documents to Dr. Cohen, and to begin with her the substantive dialogue that needs to be undertaken. If she has received all of these materials, I believe it may be useful to have with her a conversation on how Milwaukee is considering getting to the agendas of dealing with the shortage of personnel and community mobilization. Of course we will be in Milwaukee on the 22nd and that will give us an opportunity to discuss or being

discussing this together -- but given the proximity to their Board meeting, I believe it would be very useful if you could have this conversation as early as possible.

2. For fear of belaboring the point: I believe it is important that you accompany Barry Holtz on the 16th of February to Milwaukee in order to provide continuity in whatever dialogue can take place. I hope that there will be a meeting of Barry with Dr. Cohen during that day.

Any news on dates for a visit by Barry and you to discuss to the pilot project in Baltimore? Please let me know.

I look forward to hearing from all of you very soon.

Best regards,



Annette

c.c.: Ginny Levi



sent 5/2/93
הנכס

MEMO		תזכיר	
TO: Giny Levi	אל:	דרושה תשובה עד תאריך:	
FROM: Annette Hockstein	מאת:	RESPONSE NEEDED BY (DATE):	
SUBJECT:	נושא:	DATE:	תאריך:

MESSAGE:

הודעה:

Dear Giny,
 Just wanted to let you know how much I appreciate your constructive and helpful role throughout this work-week. It made it all the more constructive - as did the ~~excellent~~ ^{role well}

SIGNED

REPLY:

תשובה:

organization. From Monday to Thursday everything happened, and happened when and where it was supposed to. Given the dispersion the number of people involved that seems to me a major feat.

SIGNED

Thank you very much

DATE

sent אלח
- פנימי - 5/2/93

MEMO		תזכיר	
TO: VIRGINIA F. LEVI אל:	דרושה תשובה עד תאריך:		
FROM: Annette-in-flight מאת:	RESPONSE NEEDED BY (DATE):		
SUBJECT: Planning Guide נושא:	DATE: 4/2/93 תאריך:		

MESSAGE:

הודעה:

Dear Jimmy,
Hope you returned safely from our meetings and found them as helpful as I did. Some requests concerning the planning guide:
① Please send a copy ASAP to MLM, noting that this is ~~signed~~ the document

REPLY:

תשובה:

prepared by Wheeler/Meier - and calling MLM when you plan to send it to the communities. ② Please do not forget to mark "DRAFT" on the cover. ③ Could I please see the "who's who" page when ready? ④ I would appreciate also seeing the cover letter before it goes. ⑤ The cover on the first page should say:

"February 1993"

~~SIGNED~~

DATE

Best Regards,
Best Regards,



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DATE: 2/5

TIME: _____

NUMBER OF
PAGES SENT: 16TO: FAX NO. () 619 - 951Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City _____

State _____

Zip _____

Country _____

FROM: FAX NO. R/C 361 - 9962Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Dear Annette,

I trust you caught your plane in Baltimore. Hope the trip home went well.

Here are the following:

1. Drafts of the 3 agendas after our lunch meeting on Thurs. I'd like quick feedback on these.
2. Names for inside the Planning Guide. Please advise on consultants + staff.
3. Assignment sheets. You may want to review all of them and let me know if you think some should be revised.

Steve isn't available for a staff telecon at 8am on Thurs., Feb. 11. Can you do it at 9:30 (our time) instead? Please let me know.

Warm regards. It was great to be with you.
Ginny

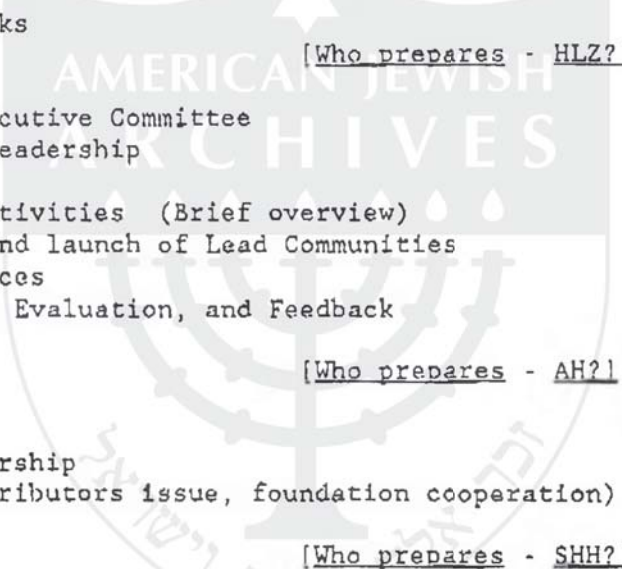
DRAFT 2/5/93

CIJE
Executive Committee
Feb. 25, 1993
10:30 am - 12:00 noon
UJA/Federation
Ballroom E

Attendance (as of 2/5): 6 Yes: Bill Berman, John Colman, Neil Greenbaum,
Mort Mandel, Mel Merians, Chuck Ratner
2 No: Corky Goodman, Lester Pollack
5 No Resp: Charles Bronfman, David Hirschhorn, Mark Lainer, Matthew
Maryles, Esther Leani Ritz

What support staff should attend? Suggestions: HLZ, SF, AH, SHH, VFL?

Proposed Agenda

- 
- I. Opening remarks MLM
[Who prepares - HLZ?]
- Role of Executive Committee
- Change in Leadership
- II. Summary of Activities (Brief overview) MLM
- Selection and launch of Lead Communities
- Best Practices
- Monitoring, Evaluation, and Feedback
- Site visits
[Who prepares - AH?]
- III. Finances/Ownership MLM
(Budget, contributors issue, foundation cooperation)
[Who prepares - SHH?]

DRAFT 2/5/93

CIJE
Annual Meeting
Feb. 25, 1993
12:00 noon - 2:00 pm
UJA/Federation
Ballroom A

[Will people be eating as we meet?]

Attendance (as of 2/5): 13 Board members, 33 guests, 13 staff and consultants

Proposed Agenda

- I. Opening Remarks MLM
[Who prepares?]
- Change in executive leadership
- Opportunities and challenges of bringing the foundation world together
- Reference to selection and launch of lead communities
- II. CJF Perspective on why foundations should work cooperatively in communities and observations on current situation M. Kraar
- Discussion
- III. Launch of Lead Communities AH?
- Possible comments by I. Schorsch on how training institutions are gearing up [Note: He has been asked to speak. AR is willing to follow up on details if we want him to.]
- Discussion
- IV. Best Practices: The good supplementary school B. Holtz
- Discussion
- V. Concluding remarks MLM

DRAFT 2/5/93

CIJE
Board Meeting
Feb. 25, 1993
2:00 - 3:00 pm
UJA/Federation
Ballroom B

Attendance (as of 2/5): 13 Board members, 13 consultants and staff

I. Opening remarks

MLM

[Who prepares?]

- Report on executive committee meeting
- The role of the board? Committees?
- Anything more on finances/cooperation?

II. Lead Communities: What we've learned since their selection

AH

- What happens next and how we plan to do it

III. Monitoring in the Lead Communities

E. Goldring
R. Goodman

- Possible response by David Hirschhorn
[Who prepares - SF?]

IV. Dvar Torah

TBD

2/5/93

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Board of Directors:

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Charles Goodman, Vice Chair
Neil Greenbaum, Vice Chair
Matthew Maryles, Vice Chair
Lester Pollack, Vice Chair

Max Fisher, Honorary Chair

David Arnow
Mandell Berman
Charles Bronfman
Gerald Cohen
John Colman
Maurice Corson
Susan Crown
Irwin Field
Alfred Gottschalk
Arthur Green
Thomas Hausdorff
David Hirschhorn
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Seymour Martin Lipset
Florence Melton
Melvin Merians
Charles Ratner
Esther Leah Ritz
Richard Scheuer
Ismar Schorsch
Isadore Twersky
Bennett Yanowitz

Consultants and Staff:

Henry L. Zucker, Executive Director

Shulamith Elster
Seymour Fox
Adam Gamoran
Ellen Goldring
Annette Hochstein
Stephen Hoffman
Barry Holtz
Virginia Levi
Jim Meier ?
Arthur Naparstek
Arthur Rotman ?
Jack Ukeles ?



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Find out from AR if Schorsch is expecting to speak at annual meeting.		SE	2/5/93	2/5/93	
2.	Prepare first draft of camper outline.		SE	2/5/93	2/8/93	
3.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL:		SE	1/28/93	2/24/93	
	a. Gerald Cohen					
	b. Susan Crown					
	c. Arthur Green					
	d. Neil Greenbaum					
	e. Thomas Hausdorff					
	f. Mark Lainer					
	g. S. Martin Lipset (with SF)					
	h. Matthew Maryles					



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	1/28/93	2/24/93	

 AMERICAN JEWISH
 ARCHIVES




PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Determine if funders have been appropriately informed. If not, who, how, when?		AH/ VFL	2/5/93	2/8/93	
2.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		AH/ VFL	2/5/93	2/10/93	
3.	Consider who should prepare chairman's notes for MLM for February 25. w/SHH?		AH	2/5/93	2/12/93	
4.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	1/28/93	2/24/93	
5.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
6.	Work with GRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare MLM's bullet points for Executive, Annual and Board meetings.		SHH	1/28/93	2/22/93	
2.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	1/28/93	2/24/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finish paper on Best Practices and check with SF. Consider summary to send to board.		BH	2/5/93	2/10/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	2/25/93	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	2/25/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange staff telecon for 2/11, 8 a.m.		VFL	2/5/93	2/8/93	
2.	Notify people of their camper assignments, and to provide report on site visits.		VFL	1/28/93	2/8/93	
3.	Confirm details of meeting arrangements with UJA/Federation.		VFL	1/28/93	2/8/93	
4.	Determine if funders have been appropriately informed. If not, who, how, when?		VFL/AH	2/5/93	2/8/93	
5.	Draft letter of invitation to Rachel Cowan to join CIJE board.		VFL	2/5/93	2/8/93	
6.	Meet with Paul Moraco and Barry Reis to ensure smooth transfer process of financial responsibility.		VFL	1/28/93	2/10/93	
7.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		VFL/AH	2/5/93	2/10/93	
8.	Prepare cover note from MLM to board - refers to what's attached and agenda.		VFL	2/5/93	2/10/93	
9.	Revise CIJE letterhead. Consider Commission approach.		VFL	2/5/93	2/12/93	
10.	Share agendas for February 25 meetings with AR.		VFL	1/28/93	2/15/93	
11.	Propose seating of MLM with SHH and AR on either side of him and HLZ beside one of them.		VFL	1/28/93	2/19/93	
12.	Handle logistics of SRF move back to Maryland.		VFL	1/28/93	2/22/93	
13.	Meet with Nathan Mandel to find out just how all the details have been handled.		VFL	2/5/93	2/26/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <p>a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer</p>		MLM	1/28/93	2/24/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Mandell Berman b. Maurice Corson (with HLZ) c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky		AJN	1/28/93	2/24/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <p>a. Lester Pollack</p>		AR	1/28/93	2/24/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. John Colman b. Maurice Corson (with AJN)		H1.Z	1/28/93	2/24/93	



EX SENT

DATE:

29.1.93

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: Virginia F. Levi Date: January 29, 1993
From: Caroline Biran No. Pages: 1
Fax Number: _____

Dear Ginny,

1. Could you please give Annette upon her arrival the phone numbers of the field researchers Tami Vaara and Clair Rotenberg (home and work, if you have).

2. ElAl is overbooked, maybe you can ask Joan to reconfirm Annette's flight back home on Monday. Here are the details: flight number 002 departing from New York JFK on Thursday the 4th at 5:00pm, arriving Tel-Aviv on Friday the 5th at 10:20am, SEAT 5H.

Could you please inform Annette Monday if this is done.

Thank you and have a nice Shabbat.

Caroline



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Country

FROM: FAX NO. (214) 361 - 9962

Name GINNY LEVI

Company

Tele. No. () Ext.



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

MEMO TO: S. Elster
S. Fox
E. Goldring
A. Hochstein
S. Hoffman
B. Holtz
S. Horowitz
G. Levi
A. Naparstek
A. Rotman
J. Ukales
J. Woocher

DATE: January 29, 1993

FROM: Henry L. Zucker

SUBJECT: February Meetings

Below is a revised schedule of meetings, all of which we hope you will be able to attend. Please call Ginny Levi at (216) 391-8300 to confirm your attendance plans.

Wednesday, February 24

9:30 a.m.-12:00 noon

Staff Work Session on Lead Communities
JCC Association, Conference Room
15 East 26th Street, 14th floor

12:00 noon-4:00 p.m.

Review and run through of February 25
meetings
JCC Association, Conference Room

Thursday, February 25

12:00 noon-2:00 p.m.

Please note change of location
Annual Meeting (including lunch)
UJA/Federation of Jewish Philanthropies
130 East 59th Street

2:00 p.m.-3:30 p.m.

Board Meeting
UJA/Federation of Jewish Philanthropies

3:30 p.m.-5:00 p.m.

Debriefing - Steering Committee

Please note that the meeting originally scheduled for Friday, February 26 has been cancelled.

cc: Morton L. Mandel

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address:
163 Third Avenue #128, New York, NY 10003
Phone: (212) 532-1961 • Fax: (212) 213-4078

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Chair
Morton L. Mandel

Vice Chairs
Charles H. Goodman
Neil Greenbaum
Matthew J. Maryles
Lester Pollock

Executive Director
Arthur Rotman

Chief Education Officer
Dr. Shulamith R. Elster

MEMO TO: CIJE Board Members

FROM: Morton L. Mandel, Chair

DATE: January 29, 1993

This is to remind you of the Annual and Board Meetings of the
CIJE.

AMERICAN JEWISH

Thursday, February 25, 1993

12:00 noon - 2:00 p.m. ANNUAL MEETING
(including lunch--dietary laws observed)
2:00 p.m. - 3:30 p.m. CIJE BOARD MEETING

Please note that due to the large response
we have moved the location of the meetings to:
UJA/Federation of Jewish Philanthropies
130 East 59th Street
New York, NY

We will hear a progress report of CIJE activities, including reports of developments in the Lead Communities, a report about our Best Practices project, a report of plans for monitoring and evaluation of the Lead Communities work, and other key developments.

Our work during the past months has been led by Art Rotman with the help of the JCCA staff. We are indebted to Art and to the JCCA for their assistance and leadership. Executive staff leadership will now be assumed by Henry L. Zucker in our Cleveland office. Art Rotman will stay on as a senior staff consultant.

If you have not already notified us of your attendance, please do so by calling 212-532-1961 by February 10, if possible.

I look forward to seeing you on February 25 and send my best personal regards.



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FROM: FAX NO. (214) 361-9962

Name GINNY LEVI

Company

Tele. No. () Ext.



MINUTES: CIJE Staff Teleconference

DATE: January 25, 1993

DATE MINUTES ISSUED: January 26, 1993

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

COPY TO: Morton L. Mandel

HLZ opened the meeting, noting that its primary purposes were to bring HLZ, SHH and VFL up to date on CIJE and the Lead Communities project, and to plan for the February 3-4 site visits to Atlanta and Baltimore. He noted that the CIJE/Lead Communities process has gone off track, but indicated his confidence that this staff group will resolve any problems. He then asked SHH to take the lead for the remainder of the teleconference, especially to prepare for the site visits.

- A. SHH asked AH for her view on what should be happening in Lead Communities today, whether it is happening, and if not, how we can move ahead.

AH noted that the process of launching the project involves insuring that key leaders are knowledgeable and engaged and that a wall-to-wall coalition is in place. We want the Lead Communities to focus on three key issues: personnel, community mobilization and the Israel experience. Community commissions may have other concerns as well, but the three key issues must be addressed as a priority. This was to occur by our working jointly with the communities, discussing the goals of CIJE within the context of other community needs. These discussions have not taken place.

It was noted that a preliminary work plan and a document entitled "Lead Communities at Work" had been drafted, but never reviewed and refined. These were to provide the basis for work with the Lead Communities. It was suggested that they be reviewed now, revised by the current team, and used as a basis for moving ahead.

It was also noted that a planning guide is currently being prepared for use by the local commissions in developing a five-year plan. It will guide communities on mobilization of a local commission and working within the context of the Lead Community project. AH and JU are working on this document. A partial draft is on file in New York and SE will see that it is faxed to Cleveland.

CIJE Staff Teleconference
January 25, 1993

Page 2

B. How can we operationalize our intentions with the Lead Communities?

SHH suggested that this will require regular communication with each of the communities, including a significant amount of face to face dialogue. This will be especially important in the next few months, as we work to gain acceptance of our program in the communities.

It was noted that AH has responsibility for setting policy with respect to program content and that SHH has responsibility for the relationships between CIJE and the Lead Communities. Primary responsibility for person to person communication in the communities rests with SE, with particular emphasis on planning and implementation for education. She will, for example, be the person to work with communities on administering a survey on personnel strengths and needs. The role of BH in introducing and implementing the Best Practices project is clear.

There remains the need for someone to facilitate the planning component of this process on a regular basis. It was noted that the communities will be engaging in strategic planning processes, but we have not sufficiently insisted on the centrality of CIJE issues. Jack Ukeles may be able to play this role, if he is clear on the role of CIJE and our goals. This will become more clear as the planning guide is completed. Regardless of that outcome, the planning component must be addressed.

It was noted that each of the Lead Communities has been engaged in a process of planning for Jewish education during the past year, and has moved ahead faster than the CIJE has. A challenge to CIJE is to enter this ongoing process. Effective dialogue with key planners is critical and should be a topic for discussion during the site visits next week.

It was noted that the upcoming site visits will involve conversations only with professionals in the communities. It was felt that a relationship must be clearly established at this level before moving on to lay leaders. We will suggest that MLM call the leading lay person in each of the two communities shortly after the visit to express his interest, to ascertain the communities' impression of the visits, and ask for their support in future meetings.

C. Planning Resources

SHH noted his recollection that there had been talk of developing a CIJE talent bank on which Lead Communities could draw. He asked what the status of this concept is now.

It was reported that the concept was presented to the communities as part of the negotiations for establishing Lead Communities. At that point, it was noted that CIJE would bring to each community the monitoring, evaluation and feedback process, the Best Practices program, and a resource of professional and technical skills to assist in developing specific elements of the community programs. This latter was described as a "line of credit" for each Lead Community up to the equivalent of \$40,000 in consulting support.

It was noted that this concept, as presented, was probably too non-specific and permitted the communities to expect more than we are prepared to offer, and even to interpret our offer as an offer of \$40,000 for planning. It was agreed that this is likely to come up during the site visits and that the team visiting the communities will have to agree on how to respond. It was suggested that the visitors listen sympathetically and indicate that this will be considered and responded to following the visit.

D. Letter of Agreement

It was noted that a letter of agreement has gone through several drafts and not yet been executed with the communities. It was suggested that, unless the communities push for one, it would be better not to proceed with this until we have had more experience working with the communities.

E. What is the status of the concept of pilot projects for the Lead Communities?

It had been suggested that it might be helpful to the communities to begin work on one or more pilot projects in order to have a feeling that progress is being made. This might take the form of written information on the Best Practices project which could be used for advance planning. It might also take the form of seminars for personnel and/or lay leaders to bring them on board as the planning process unfolds.

A question was raised about how we can move ahead with action items before the planning is completed and it is clear how those actions fit into the strategic framework. It was suggested that the site visit team explore with the communities whether they would feel comfortable with implementation while planning is being done.

F. What is the role of the evaluators in the communities at this point?

It was suggested that the evaluators are now ahead of the planners and that their work might be confusing the communities as to the role of CIJE. It was agreed and noted that the field researchers have been asked to hold off on further interviewing for the present. At the same time, it was suggested that the information being gathered now will serve as useful baseline data for evaluation and replication in the future. It was suggested that quantitative data may be more useful than qualitative at this stage of the process. It was agreed that this requires further discussion.

G. CRB and Israel Experience in the Lead Communities

It was noted that there is confusion in the Lead Communities over the relationship of the CRB project now being introduced directly by CRB and the work of CIJE. BH noted that Peter Geffen of CRB is also concerned about the impression their work in the Lead Communities might be giving. BH will talk with Geffen and clarify the situation prior to the site visits.

CIJE Staff Teleconference
January 25, 1993

Page 4

H. Milwaukee Visit

It was suggested that a visit be scheduled now with Milwaukee so that there is no feeling that they are being left out as the visits to the other two communities take place. BH has a visit scheduled to Milwaukee on February 16 to present the Best Practices project to both professional and lay leaders in the community. AH and SHH will confer on whether this meeting should proceed as scheduled.

We will try to schedule now a site visit for February 22 or 23 in Milwaukee. AH will let SHH know which date is available once her schedule is more clear.





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FROM: FAX NO. (26) 361-9962
Name GINNY LEVI
Company _____
Tele. No. () _____ Ext. _____

Dear Annette,

Here's where we are on the meetings now.

great immediate!
Barry and Shulamith can get to Cleveland by 6PM on Mon., 2/1, so we could meet that evening as well as Tues. Barry has to catch a 4:00 flight out of Cleveland on Tues. We could continue working or leave at the same time for Atlanta. (See flight options on the attached.)

I may have discussed this with you by the time you get this.

Ginny



PREMIER INDUSTRIAL CORPORATION

FACSIMILE HEADER SHEET

73138 (5/90) PRINTED IN U.S.A.

011 9722

DATE: 1/18

TIME:

NUMBER OF

PAGES SENT: 12

TO: FAX NO. () 619-951

Name SEYMOUR FOX
ANNETTE HOCHSTEIN

Company

Street Address

City

State

Zip

Country

FROM: FAX NO. (26) 361-9962

Name GINNY LEVI

Company

Tele. No. () Ext.

090



15/1/93

FACSIMILE TRANSMISSION

TO: H.L.Zucker and V.F.Levi

FROM: Annette Hochstein

DATE: 15/1/93

Re: Contacts with Communities

The attached memos may help to further clarify the issue of contacts with the lead communities. They include:

Exhibit 1. -- memo to A.R. of December 7 - I don't believe he dealt with this agenda when visiting Baltimore . The other communities were not visited.

Exhibit 2.-- memo to you summarizing contacts between CIJE and Lead Communities -- this is based on our best information to date.

Exhibit 3. -- memo to A.R. concerning negotiations on the letter of agreement.

Though circumstances have shifted and time has passed I think some of this is still very relevant -- though it needs to be somewhat adjusted.

It may be useful to share some or all of this material with SHH.

Hope this is helpful,

Shabbat Shalom and Mazal Tov!

Annette

December 7, 1992

Mr. Arthur Rotman

Dear Art,

Re: Your Visit to the 3 Lead CommunitiesDecember 1992

In our conversation in New York last week, we agreed that it would be important for you to visit each of the lead communities at the earliest possible time, in order to discuss next steps with community leadership (both lay and professional) and to get actual work underway in each community.

I cannot tell you how pleased I was to learn that you have in fact found the time to go to the communities this week and next - I believe your visit will be of significant benefit to the process and the project. The following notes may be useful for your visit.

A. DESIRED OUTCOMES

Optimally, your trip would have the following outcomes:

1. You would help lay and professional leadership identify next steps in the process. This would result in full-scale operation of the local commission (e.g., preparation of the 5-year plan; decision on an action plan for the current year including pilot projects). It would also pave the way for Barry and Shulamith to begin work with the educators and the rabbis (e.g., the best practices project for supplementary school teachers) and allow the field researchers to carry on with their work (the feedback to communities). In other words, the CIJE could then make its full contribution to the community (see details below).

2. An early step might be the proposed meeting between key CIJE board members and top local leadership to discuss the project, the role of the lead communities and of the CIJE, leadership

mobilization for the local commission, funding, staffing, etc.

3. Negotiate further the letter of understanding (separate memo forthcoming).

4. Get the planners further on board. We need to find a way for the planners to encourage the actual intensive launch to take place, even before special staff is hired -- or to hire immediately staff that could dedicate all their time to the project.

5. Further the joint agreement and understanding as to the following steps in the process:

a. Staff the project locally with paid, dedicated staff -- planner or educational planner -- at least half-time, but preferably full-time.

b. Set up the local commission and if it already exists, ascertain the calibre of leadership.

c. Review the commission's assignments:

1. Prepare an action plan for the current year that would include pilot projects in the areas of personnel and community leadership (these would be defined and designed with Barry Holtz, but might include, for example, a summer leadership seminar in the U.S. or in Israel; an in-service training program for principals and directors of educational institutions; a leadership training program for members of school boards).

2. Begin addressing the content and its application in specific settings: introduction of the best practices project -- beginning with supplementary schools and early childhood programs (Barry Holtz).

3. Prepare a 5-year plan for dealing with the enabling options and with the Israel Experience (see A Time to Act).

4. Assessment of the community's Jewish educational system -- its resources, strengths, weaknesses. Begin perhaps with a survey of the educators (their qualifications, numbers, scope of positions, training needs). Guides are forthcoming for the 5-year plan and the assessment of the community's educational system. (Ukeles and Meier.)

6. In sum, your meetings might include the following items:

a. Getting the leadership further onboard, comfortable with the recommended process (see "c." above) -- the current year being a planning year and a year for pilot projects; joint design of the lead communities project by the CIJE and the communities through

an ongoing planning effort throughout the year. A desired outcome of your visit would be the possibility for local and CIJE staff to systematically introduce the idea of lead communities to the various actors in the community.

b. The content: preparation of a 5-year plan that focuses on dealing with the shortage of qualified personnel (e.g., strengthen in-service training opportunities; new hires) and on community mobilization for Jewish education. This would include:

1. Pilot projects for immediate, or early, implementation.
2. Introduction of the best practices project to the educators, rabbis and to leaders in the community.
3. Discussion of the vision and goals for Jewish education at several levels in the community.
4. Monitoring and evaluation with the purpose of giving feedback to the community and the CIJE as to how work is progressing and what the impact of the effort is.

AMERICAN JEWISH
* * * * *
ARCHIVES

B. BACKGROUND NOTES:

1. Since selection of the communities, the contacts with the CIJE have dealt with the following: the letter of understanding, the field workers (monitoring, evaluation, feedback loop), the November Planners' Workshop in New York, selected contacts with local organizations. These contacts have involved Shulamith Elster and Jack Ukeles in 1-3 meetings in the communities plus a large number of telephone contacts and of course they have involved you in many contacts.

2. Important beginnings have taken place. We now want to move towards an action plan for the current year.

3. In each community one or more federation planners have been appointed to be currently the key local professionals for the lead communities project. They do this in addition to their normal workload, and until paid staff is hired. This places a limit on the amount of work that can be done at the present time.

4. In each community, a lay person has taken the leadership position, to be the Chair of the Lead Community Committee or Commission. The calibre of leadership needs to be ascertained (are these the "champions" that will give leadership and resources to the project?).

5. In each community there is a commission or committee, completed or in formation. It was not clear how effectively this group has been convened at the present time.

6. Leadership mobilization: lay, professional, educational and rabbinic leadership needs to be brought on board. It is not clear at the present time what the needs of each of these groups is and we ought to devise ways of finding out. Key CIJE leadership, such as MLM or CRB, might help in finding this out for lay leadership.

First steps have already been taken as regards federation planners, local leaders who are CIJE board members, and additional individuals.

* * * * *

It is clear that there have been good beginnings and that certain people have been informed of the project. Our challenge now is to find the appropriate venues to discuss with the communities what the project entails, why it holds the great hopes it does, and how we will jointly move ahead with it.



Henry L. Zucker & Ginny Levi

January 15, 1992

Annette Hochstein & Shmuel Wygoda

Dear Hank,

Re: Contacts between CIJE and Lead Communities

This is a summary of contacts to date between the CIJE and the Lead Communities -- to the best of our knowledge.

1. Preliminary contacts during the selection process:

During the final round of the Lead Communities selection process a site visit by a CIJE delegation took place in each of the lead communities. This included a lay person (MLM for Atlanta; Charles Bronfman for Baltimore; Chuck Ratner for Milwaukee), a professional and Shulamith Elster. During that site visit the delegation met with leadership and professionals in the community. During this period there were ongoing phone contacts between Jack Ukeles, his office staff, Shulamith Elster and the lead communities.

2. Since the selection of the communities (End August 1992)

a. One or two meetings between the planners in each of the 3 lead communities and Jack Ukeles and Shulamith Elster to discuss a proposed letter of understanding. In some cases lay people were present part of the time. The letter of understanding was never finalized. It is a problematic document - partly because it is not the result of jointly developed understandings between the CIJE and Lead Communities.

b. Ongoing telephone contacts between community planners, Federation execs and Art Rotman; community planners and Shulamith Elster. These are many administrative. recently these have included concern about the lack of follow-up on process and materials, by the CIJE.

c. Several contacts between community planners and Jack Ukeles/Jim Meier (since December Jack's assignment no longer includes contacts with communities).

d. A full-time field researcher has moved into each of the 3 communities for the monitoring, evaluation and feedback project:

Atlanta: Claire Rotenberg
Baltimore: Julie Tamivaraa
Milwaukee: Roberta Goodman

The field researchers are limited in their contacts with the community by the planners, because of the perception that the project has not really started.

At the same time they have become the round-about conduit for introducing the Lead Communities idea into the communities -- since they have been talking to the largest number of people. While they are collecting baseline data that may be very useful for understanding the launch process and later for viewing progress in the community, their presence is uneasy in the absence of other CIJE activity.

e. The G.A.: The CIJE held two events at the G.A. -- one forum and one festive breakfast meeting with representatives from the Lead Communities.

f. Planners' workshop in New York: November 23-24. A workshop of CIJE staff with planners from each Lead Community was held in New York on November 23-24, 1992. The gap in preparations, expectations, communications was brought to the fore at this meeting.

Art sent a note to the communities in early December telling them that AH was appointed Director of the Lead Communities Project. This confused matters even further. Since that time, there have been contacts between Shulamith Elster and community planners, as well as additional educators and some lay people.

3. Community-by-community

a. Atlanta:

Steve Gelfand -- the assistant federation executive for planning -- has put a halt to plans for a visit by Art Rotman to Atlanta, making it conditional upon the CIJE agreeing to fund the Lead Communities planner position for the (\$40,000). We have not responded further.

b. Baltimore:

1. Art Rotman visited the community December and met with Darrell Friedman, Marshall Levin (planner) and Haim Botwinik (BJE head). The key topic was a proposed visit by Charles Bronfman later in the year. (see Exhibit 1)

2. Shulamith Elster made a presentation to the Board of Directors of the BJE.

3. Local commission: Baltimore has a strategic planning process underway for its Jewish education. Its and has local commission may become the lead communities steering committee.

c. Milwaukee

1. Visits: Shulamith Elster has visited several times with Milwaukee where Howard Neistein has been the most active of the communities planners: a local steering committee, co-chaired by Jane Gelman and Louise Stein, has met on December 14th and is scheduled to meet again on January 19th to set up a commission on the lead community project. Shulamith Elster met with the Principals' Council and with lay leadership, as well as with foundation heads (the Bader Foundation).



EXHIBIT 3

Mandel Institute

FAX SENT
DATE: 10/12/92
JSK

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: Mr. Arthur Rotman	Date: December 10, 1992
From: Annette Hochstein	No. Pages: _____
Fax Number: _____	

Dear Art,

RE: Letter of Understanding

I am responding to the draft of the letters of understanding for Atlanta, Baltimore, and Milwaukee as forwarded to me by Jack on the 2nd of December -- these differ from the earlier versions I had.

As discussed at our meeting of November 23rd with MLM, the letters do not represent the joint understanding that would result from a mutually agreed design of the project. Rather, they represent the communities' understanding of the project at this time (see in particular the preambles to the letter referring to the CIJE as assisting them in their current plans).

While it would perhaps be preferable to go to work without this written agreement, it may not be possible to do so. Therefore, it was decided to include a specific clause limiting the agreement to one year. This is in order to allow us to negotiate the "real" agreement during the current year as the elements of the projects, the resources required and the contributions of the CIJE and of the community become specific and clear.

The current letter is also problematic on the following particulars:

1. The total amount of money a community will commit;
2. The need to hire special staff for the project; and
3. The definition of the current year as a planning year -- while both parties would want it also to be an action year (e.g., pilot projects).

I hope these notes are useful towards your meetings in the communities -- any progress from the current version would be great. You will certainly find out whether and how it is possible to progress from the current version.

Best regards,

Alvin





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Name GINNY LEVI

Company

Tele. No. () Ext.

MENACHEM BRINKER
Is he Israeli? If American,
we need his Social Security #.



TO: FAX NO. () 619-951

Name SEYMOUR FOX
ANNETTE HOCHSTEIN

Company

Street Address

City

State

Zip

Country

FROM: FAX NO. (216) 361-9962

Name GINNY LEVI

Company

Tele. No. () Ext.

090

Dear Annette,

You will be pleased to know that after her visit to the Mandel Institute last summer, Jennifer Weinberg got excited about Judaic studies. She has decided to transfer to a college where she can major in this field.

Jennifer would like to spend the summer in Israel, hopefully studying for academic credit. Penni Weinberg asked me to ask you to send info on summer offerings at Hebrew U., Tel Aviv U., or any other good summer programs for credit (preferably in Jerusalem).

Would it be simpler to contact the American Friends of Hebrew U. for info?

What should I do? What can you do?

Thanks,
Ginny



DATE: 1/7

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Company _____

Street Address _____

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FROM: FAX NO. 216 361 - 9962

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Dear Annette,

As you think through scheduling issues, I thought you should know that after some pressure from HL 2, Mort agreed that I should attend a 3-day meeting of the Jewish Funders Network on Feb. 28 - Mar. 2. Part of the rationale is for me to get to know Jewish funders and their interests for our use in C.I.J.E. (I'm attaching what little info I have.)

If you think I shouldn't register, please let me know soon because I'm putting in for the check now.

Talk to you soon.

Ginny

P.S. See attached minutes

JEWISH FUNDERS NETWORK THIRD ANNUAL CONFERENCE!

RESERVATION DEADLINE:
FEBRUARY 8

CONTINUITY AND TRANSITION: WHAT AND HOW TO FUND

Following the political and social reversals of the U.S. elections, the Israeli elections, and the former Soviet Union, the challenges facing Jewish funders and foundations have become increasingly complex. This year's conference is designed to help us better understand these changes — both in familiar areas, such as Jewish education and support for Israel, and the new issues of today's changing world.

CONFERENCE SCHEDULE

- | | |
|-----------------------|---|
| SUNDAY
AFTERNOON | • Opening Session <i>Funding for Strategic Change in Jewish Life</i> with REYNOLD L. FRY, Executive Director, A.T. & T. Foundation; SIDNEY SHAPIRO, Trustee, Trio Foundation; LISA GOLDBERG, Vice President, Charles H. Revson Foundation |
| SUNDAY
EVENING | • Keynote on <i>Jewish Feminist Perspectives on Jewish Life and Jewish Funding</i> by acclaimed writer and Jewish activist LETTY COITIN POGREBIN |
| MONDAY
MORNING | • Discussion on <i>Personal Dynamics of Funding</i> with IRA S. HIRSCHFELD, President, Evelyn and Walter Haas, Jr. Fund, San Francisco followed by Process Groups |
| MONDAY
AFTERNOON | • Renowned Princeton political scientist and author Professor MICHAEL WALZER speaking on <i>Reshaping Relationships between Israel and the Diaspora</i> |
| TUESDAY
MORNING | • Panel presentation on <i>After the 1992 U.S. Elections</i> with DIANA AVIV of the National Jewish Community Relations Advisory Council, STANLEY K. SHILINBAUM, Member, L.A. Police Commission, MADELINE LIEB, Executive Director of the New York Foundation and RABBI DAVID SAPERSTEIN of the Religious Action Center of U.A.H.C. |
| SPECIAL
ACTIVITIES | • Author and teacher RABBI LAWRENCE KUSHNER will be "Scholar-in-Residence"
• Report from the recent Jewish Funders Network-initiated trip to Russia
• Insiders briefing on philanthropy and the Clinton Administration |

SELECTED WORKSHOP TOPICS

- | | | |
|---------------------------------------|---|--|
| • CONTINUITY THROUGH JEWISH EDUCATION | • NEW APPROACHES TO THE MIDDLE EAST PEACE PROCESS | • ECONOMIC DEVELOPMENT IN ISRAEL |
| • WOMEN'S ISSUES IN JEWISH LIFE | • ISSUES OF INTERGENERATIONAL FUNDING | • TAKING AND EVALUATING RISKS AS FUNDERS |
| • PLANNING INDIVIDUAL GIVING | • COMMUNITY ECONOMIC DEVELOPMENT | • BLACK JEWISH RELATIONS |
| • GRANTMAKING SKILLS | | |

GUIDELINES FOR PARTICIPATION

- The Jewish Funders Network includes individual funders, trustees from private and public foundations, and foundation staff. All participants in the Jewish Funders Network are treated as colleagues and respect the following guidelines:
- It is expected that each individual participant either personally contributes or is associated with a foundation which allocates at least \$20,000 annually.
 - Individuals who have donor-advised accounts with public foundations or other entities are invited.
 - Trustees and staff affiliated with public foundations that support projects in the Jewish community or whose support derives in large part from explicitly-identified Jewish sources are welcome.
 - *Fundraising at meetings is not permitted.* Participants may not use the conference for fundraising purposes. Attendance fees are not available for public circulation.
 - Display space at gatherings is available for foundation and other project materials from participants, i.e. annual reports, brochures, research studies and project information.
 - Conference presenters who are not funders may provide materials about the organizations with which they are connected.

PLEASE SEND ME MORE INFORMATION ABOUT THE JEWISH FUNDERS NETWORK AND THE ANNUAL CONFERENCE.

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FOUNDATION/ORGANIZATION	_____
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MAILING LABEL OR RETURN ADDRESS	_____
PLEASE SEND INFORMATION TO: JEWISH FUNDERS NETWORK, 1000 UNIVERSITY AVENUE, 10TH FLOOR, NEW YORK, NY 10019	

JEFFREY DUNN, DIRECTOR
JEWISH FUNDERS NETWORK
1000 UNIVERSITY AVENUE, 10TH FLOOR, NEW YORK, NY 10019
TEL: 212/247-0704 FAX: 212/247-0706

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2000-01

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JEFFREY DUNN, DIRECTOR
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1000 UNIVERSITY AVENUE, 10TH FLOOR, NEW YORK, NY 10019
TEL: 212/247-0704 FAX: 212/247-0706

JEWISH FUNDERS

A GROWING PRESENCE

North American Jews have a rich tradition of charitable giving. Over the past two decades, there has been an even greater expansion in Jewish philanthropy — more than 1,400 newly-created private foundations, many involving several generations of family members, and thousands of individual donors who have become active in philanthropy for the first time.

These foundations and individuals, reflecting a diverse mix of ages, experience, asset size and philanthropic interests, support a broad range of both secular and Jewish causes.

Until now, there have been few opportunities for such funders to discuss emerging issues, learn about new projects and ideas, gain expertise in the operational, administrative and legal aspects of grantmaking, and exchange information — within a Jewish framework.

The Jewish Funders Network was created to provide such a gathering place. It is independent of affiliation with any other Jewish organizations and does not permit fundraising at its events.

"Jewish funders display a diversity of opinion and political interest that characterizes the Jewish community at large. Participating in the Jewish Funders Network means appreciating that diversity and learning from it."

MICHAEL PAPO, EXECUTIVE DIRECTOR
KORET FOUNDATION, SAN FRANCISCO

THE ANNUAL CONFERENCE AN IMPORTANT GATHERING

The most important activity of the Jewish Funders Network is the Annual Conference. Held each year in a different part of the country, the informal, collegial atmosphere of the Conference attracts more than 150 people — spanning three generations, from people in their twenties to their eighties — who bring with them a broad range of perspectives, interests and skills. Together, we learn about important trends and leading-edge issues facing Jewish funders, share experiences and shape responses.

The Annual Conference is for people active in all aspects of funding, including:

- ♦ First-time grantmakers
- ♦ Experienced donors
- ♦ New board members
- ♦ Individual funders
- ♦ Family foundations
- ♦ Foundation trustees
- ♦ Foundation staff
- ♦ Fund administrators

The Conference encourages:

- ♦ The exchange of ideas between small and large foundations.
- ♦ Reports on general philanthropic trends, issues and ventures.
- ♦ Discussions about current issues in the Jewish community.

"Belonging to the Jewish Funders Network has been a joyous experience for our family. Their resources and support have been invaluable in organizing our Trio Foundation."

IRVIA AND RITA BEIT, FOUNDERS
TRIO FOUNDATION, KANSAS CITY

- ♦ Initiating cooperative responses.
- ♦ Sharing grantmaking skills.
- ♦ Learning more about Jewish values and traditions as contemporary Jewish grantmakers.

- ♦ Exploring issues of family and identity relating to wealth and philanthropy.

Keynote speakers, workshop leaders and panelists are some of the most prominent people in the field:

- ♦ STEVEN M. COHEN, Professor of Sociology, Queens College, specialist on Soviet Jewry
- ♦ ARNOLD EISEN, Professor of Religious Studies, Stanford University

"With all the stress we're under as foundation staff, it felt wonderful to be with other Jewish grantmakers at the Conference. It was relaxing and enriching at the same time."

RABBI RACHEL CONAT, PROGRAM OFFICER
KORET JEWISH FOUNDATION, NEW YORK CITY

- ♦ LEONARD FEIN, founder of Mazon, a Jewish Response to Hunger, and former editor of *Moment*
- ♦ RABBI LAURA GELLER, Director, S.W. Region American Jewish Congress

- ♦ LETTY COTTIN POGREBIN, a founder *Ms. Magazine*, author *Deborah, Golda and Me*
- ♦ RABBI DAVID SAPERSTEIN, Executive Director, Religious Action Center, Union of American Hebrew Congregations

A FORUM FOR SHARING

In the spirit of *tikkun olam*, repairing the world, the Jewish Funders Network brings together individual philanthropists, foundation trustees, foundation executives and staff. They are dedicated to advancing the growth and quality of Jewish philanthropy through more effective grantmaking both secular and Jewish causes.

"The Jewish Funders Network Conference has been very important for us...it's the only place I can get in-depth information on issues and resources while meeting exclusively with Jewish colleagues. What they provide I can't get from any other regional network or association of grantmakers."

CELENE PEURIE, DIRECTOR
FEL PRO/MECKLENBURGER FOUNDATION, CHICAGO

The Jewish Funders Network is a forum in which grantmakers can:

- ♦ Share ideas and experiences with other funders.
- ♦ Foster cooperation and collaboration.
- ♦ Hear from experts about current issues of national and international concern.
- ♦ Examine the core values and philanthropic traditions of Judaism and their relevance to contemporary Jewish philanthropy.
- ♦ Learn more about the mechanics of grantmaking and explore the personal dynamics involved in the grantmaking process.

Since the Jewish Funders Network was established in 1990, more than 150 individual funders, families, foundation staff, and trustees from the United States and Canada have participated in its activities.