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CIJE correspondence and workplan. Jewish Community Center
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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address: 163 Third Avenue #128 • New York, NY 10003

Phone: (212) 532-1961

FAX: (212) 213-4078

TELEFAX

To: SeymourFox/Annette Hochstein

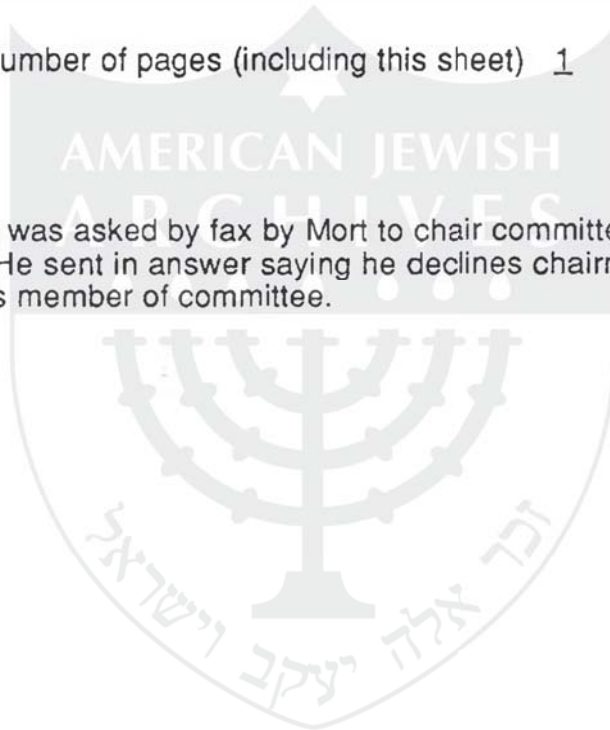
Date: October 21, 1992

From: Art Rotman

FAX #: 011 972 2 619 951

Number of pages (including this sheet) 1

David Hirschhorn was asked by fax by Mort to chair committee on Monitoring, etc. He sent in answer saying he declines chairmanship but is willing to serve as member of committee.



12/8

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

mailing Address: 163 Third Avenue #128 • New York, NY 10003
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TELEFAX

TO: Seymour Fox
Annette Hochstein

DATE: September 8, 1992

FROM: Art Rotman

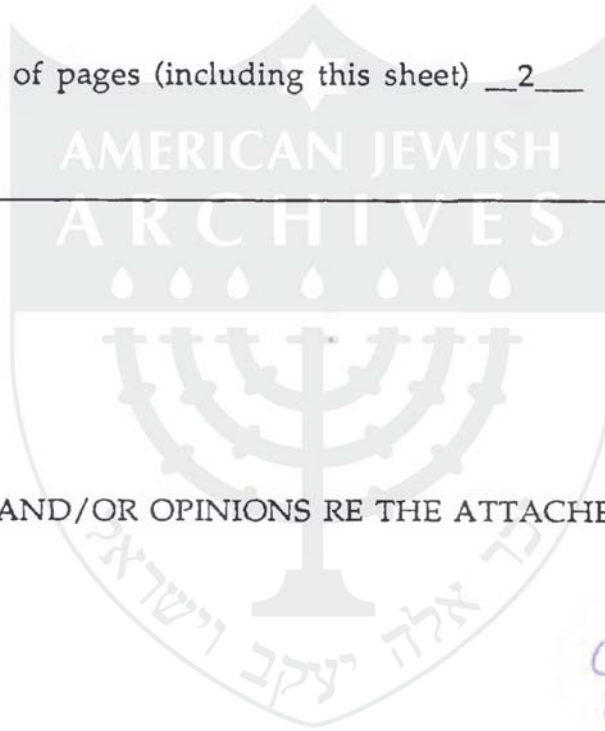
FAX #: 619 452

Number of pages (including this sheet) 2

AMERICAN JEWISH
ARCHIVES

MESSAGE:

ANY INFORMATION AND/OR OPINIONS RE THE ATTACHED?



Spoke with AR
Poz.

299 Riverside Drive
4-B
New York, NY 10025
August 28, 1992

Arthur Rotman
Executive Director
CIJE
163 Third Avenue
#128
New York, NY 10003

Dear Art,

I thought the meetings went well this week and we're off to a good start with the Lead Communities. I'm writing because I assume that Seymour has spoken to you about our recent conversations concerning my own ongoing working relationship with the CIJE. It appears from all the discussions this week that Best Practices is likely to have a central role in the Lead Community enterprise and I hope that I will be able to be of assistance in the project.

Once you get settled in the new job, I'd appreciate hearing from you directly about your thoughts concerning my role in the work. I'd be happy to explore possibilities for my continuing connection to the CIJE and I look forward to talking to you about these matters in the near future. Thanks.

Best wishes,



(Dr.) Barry W. Holtz

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address: 300 Third Avenue 418 • New York, N.Y. 10003
Phone: (212) 532-0961 FAX: (212) 532-4675

MEMORANDUM

TO: Seymour Fox

DATE: September 17, 1992

FROM: Art Reisman

RE: My 9/25 meeting with
Mort Mandel**AMERICAN JEWISH
ARCHIVES**

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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

MEMORANDUM

TO: Morton L. Mandel DATE: September 15, 1992

FROM: Arthur Rotman

AGENDA

September 25, 1992

1. Jesselson and CIJE; Crown Family and CIJE
2. Budget
 - 1992 statement of expense and income
 - 1993 budget
 - Formation of Budget Committee
 - Change of fiscal year to January 1 - December 31
 - Reimbursement to JGC Association for CIJE expenses
3. Fund Raising
 - Core budget
 - Projects
 - Fund raising with neqbi Local Community
4. JESNA
 - Need to bolster connection
 - Crown Foundation/Covenant Foundation
 - Bill Berman

5. PR Communications

2

6. Suggested committees

- Budget
- Lead Communities - Chuck Ratner
- Communications
- Best Practices (possible chairs: Bill Berman, John Colman, Mark Lainer, Mel Marans)
- Monitoring, Evaluation, and Feedback - David Hirschhorn

7. Board of Directors

- Board rotation
- Additions - Gershon Keist, Dan Badar, Douglas Goldman (son of Richard)

8. Lead Communities

- The kind of education approach by CJCE
- Introduce lead researchers to the community
- Seminar for all community leaders
- Meeting with lay people to establish community

9. GA

- Update on 70153

10. Camper contact process

11. Application for 70153 status

12. Executive Committee

- Membership
- Meeting time

13. MLM calendar - notification to AP

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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

MEMORANDUM

TO: Seymour Fox DATE: September 24, 1992
FROM: Art Rotman SUBJECT: CIJE Executive Committee

The attached is for your information. The following Board members have been invited to serve on the Executive Committee:

Charles Bronfman
John Colman
Charles Goodman
Neil Greenbaum
David Hirschhorn
Matthew Maryles
Lester Pollack
Charles Ratner

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
Max M. Fisher

Chair
Morton L. Mandel

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

Executive Director
Iur Rotman

Chief Education Officer
Dr. Shulamith R. Elster

September 22, 1992

Mr. Charles Bronfman
1170 Peel Street
Suite 800
Montreal, Quebec H3B 4P2

Dear Charles:

As you know, we had a most stimulating meeting of the CIJE Board at the end of August, and those I talked with feel we are making good progress.

It appears that holding semiannual Board meetings will not be sufficient to deal with all of the issues before us. Rather than increase the number of Board meetings, we want to form an Executive Committee which will meet twice a year to handle matters that need to be addressed in between our regular Board meetings.

I would like to invite you to serve as a member of the new Executive Committee. Others being invited are list below:

John Colman
Neil Greenbaum
Matthew Maryles
Charles Ratner

Charles Goodman
David Hirschhorn
Lester Pollack

Jo Ann Schaffer of the CIJE staff will be calling you shortly for your response and to ascertain your availability for our first meeting.

Warmest personal regards,

Morton L. Mandel

25/9/1992

Dear Art,

We received yesterday copy of the proposed letter of agreement between the CIJE and Lead Communities. This was followed today by a memo from Shulamith in which she reports among other that this document would be discussed by Jack and her on September 24 (yesterday) with Milwaukee and on October 1st and 2nd respectively with Atlanta and with Baltimore.

We were surprised and uncomfortable with both the content of the letter of agreement and with the process at hand and want to share our thoughts with you.

The letter of agreement in its present form could easily be interpreted in a way that differs profoundly from the intentions of the Commission, and from what each of us knows our respective "campers" (e.g. Twersky, Hirshhorn, Lamm, Melton, Gottschalk, Schorsch) expect of the Lead Communities project.

Without amplifying, explaining and being explicit about content area and priorities we believe communities may misunderstand the project as being quite similar to previously tried efforts - nowhere near what the Commission or the CIJE Board have in mind. Communities need to be informed of the broad overall intention, they need to be inspired by it and they need to understand what this means (for example building the profession - e.g. improving the quality of the educating personnel through in-service training, hiring outstanding educators to new positions etc.; dealing with this in the key settings where education takes place; engaging most or all institutions in these areas; striving to affect the Jewish lives of most of the community's Jewish population; ensuring the highest standards of quality and state of the art knowledge in all Lead Community endeavors - with the help of CIJE resources and resource mobilization.)

Communities need to know that at the heart of the effort they are asked to undertake is a notion of systemic change that depends on the quality of their work.

We believe that the process whereby the existing text is being presented and discussed with communal leadership by Jack and Shulamith for early approval shortchanges a process that has great possibilities.

We would very much appreciate it if we could discuss this with you at your earliest convenience.

Best Regards and Shabbat Shalom,

SEYMOUR
1 Annette

7/18

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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phone: (212) 532-1961 FAX: (212) 213-4078

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TELEFAX

TO: Seymour Fox
Annette Hochstein

DATE: September 18, 1992

FROM: Art Rotman

FAX #: 619 452

Number of pages (including this sheet) 2

MESSAGE:

THE ATTACHED IS FOR YOUR INFORMATION.



Spoke with
art. will bring
down for MI
fee. otherwise OK

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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

MEMORANDUM

TO: Seymour Fox

DATE: September 17, 1992

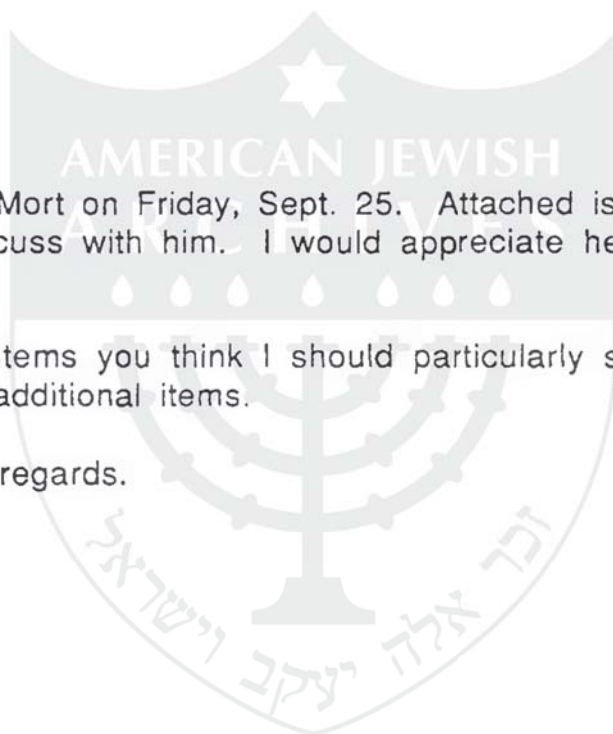
FROM: Art Rotman

RE: My 9/25 meeting with
Mort Mandel

I am meeting with Mort on Friday, Sept. 25. Attached is a list of the items I plan to discuss with him. I would appreciate hearing from you on

1. any items you think I should particularly stress
2. any additional items.

Warmest personal regards.



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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

MEMORANDUM

TO: Morton L. Mandel DATE: September 16, 1992

FROM: Arthur Rotman

AGENDA

September 25, 1992

1. Jesselson and CIJE; Crown Family and CIJE
2. Budget
 - 1992 statement of expense and income
 - 1993 budget
 - Formation of Budget Committee
 - Change of fiscal year to January 1 - December 31
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3. Fund Raising
 - Core budget
 - Projects
 - Fund raising within each Lead Community
4. JESNA
 - Need to bolster connection
 - Crown Foundation/Covenant Foundation
 - Bill Berman

5. PR/Communications

2

6. Suggested committees

- Budget
- Lead Communities - Chuck Ratner
- Communications
- Best Practices (possible chairs: Bill Berman, John Colman, Mark Lainer, Mel Merians)
- Monitoring, Evaluation, and Feedback - David Hirschhorn

7. Board of Directors

- Board rotation
- Additions - Gershon Kekst, Dan Bader; Douglas Goldman (son of Richard)

8. Lead Communities

- "Thinness" of education approach by CIJE
- Introduce field researchers to the communities
- "Seminar" for all communities's leadership
- Meeting with lay people in each community

9. GA

- Update on plans

10. Camper contact process

11. Application for 501C3 status

12. Executive Committee

- Membership
- Meeting time

13. MLM calendar - notification to AR

To: Arthur Rotman

September 15, 1992

From: Annette Hochstein

Dear Art,

Re: CIJE - Workplan

Following his conversation with you Seymour suggested that a somewhat expanded workplan for the CIJE - with an emphasis on Lead Communities might be useful at this time.

The document reflects the Commission's recommendations, some of which have not yet been addressed or have been addressed in a limited way (Building the Profession; developing a research capability; addressing the Community support issue)

It may be useful to read the document together with the document "Lead Communities at work", and the attached very drafty timeline (both appended).

I hope this is useful and am of course available for any clarification or for further details.

Best Regards,

Annette



THE CIJE -- PRELIMINARY WORKPLAN

1992/1993

A. Function, structure and staffing assumptions

The following assumptions guide this plan:

- a. The function of the CIJE is to do whatever necessary to bring about the implementation of the Commission's decisions. This includes initiating action, being a catalyst and a facilitator for implementation. The CIJE is not a direct provider of services.
- b. The CIJE is a mechanism of the North American Jewish Community for the development of Jewish education. Optimally an increasing number of leaders would see it as their organization for purposes of educational endeavors.
- c. It will always be a small organization with few staff and high standards of excellence. We assume that its staff will include, in addition to the executive director and an administrative support staff, a planner and a chief education officer as well as possibly some addition staff with content expertise.
- d. The plan is based on the assumption that the assignment includes fundraising for the CIJE and for the CIJE's contribution to Lead Communities.

B. Establishing Lead Communities

The bulk of the CIJE's work for this coming year, will be the pro-active efforts required to establish lead communities, to guide them and guarantee the content, the scope and the quality of implementation, and to help raise the necessary funds for the CIJE's share in their work, as well as for the Lead Communities themselves (the CIJE's role in funding was debated at the August meetings -- I am not sure that this formulation accurately reflects the debate).

C. Elements of the workplan for Lead Communities

Immediate: Preparation, negotiations and launch

1. Prepare written guidelines for Lead Communities (LC), including proposed agreement, planning guidelines, description of the project and of the CIJE's support role.

(1)

2. Prepare CIJE staff for the assignment with LC's and have periodic staff meetings for ongoing work. Items 1 and 2 involve further preliminary development of the concept of Lead Communities, its translation into specific content and practice.

3. Offer ongoing guidance and backing to the two support projects: Best Practices and Monitoring, Evaluation, Feedback.

4. Launch the dialogue with lay and professional leadership in each LC towards an understanding of the broad lines of the project, an agreed upon process for the project and the formulation of an agreement or contract. The chronology is to be determined. In particular we discussed the question of whether we ought to push for rapid, written agreement, or rather engage in a joint learning process that would lead to agreement when the Communities are more knowledgeable. Whatever the decision, the dialogue with communities would revolve around the concept of Lead Community, the terms of the project, the planning and decision-making process, the relationship with the CIJE - including funding and the two projects.

5. Work with educators and rabbis in the community: they usually have strong views, commitments and expectations on which we will want to build.

6. Convene an ongoing (monthly?) planning seminar of the Lead Communities and the CIJE to further develop and design the concept of LC's. Given the innovative and experimental nature of the project much needs to be worked out jointly, with the best available talent joining forces for the design and planning work. This will also provide a basis for networking among LC's.

The character of the first meeting, to be convened as soon as possible, is yet to be determined (e.g. should it be a major meeting aimed at socializing, acquainting, familiarizing the leadership (lay and professional) with the ideas, staff, actors, projects, foundations, related to the CIJE, or should it be a smaller meeting of several representatives of each community and of the CIJE (see appendix B for possible scenario).

7. Set up the various expert contributions of the CIJE:

a> Provide planning guidance and guidance for the community mobilization process (Community organization and ongoing troubleshooting). Prepare guidelines and discuss them with the communities. Assist as needed in the establishment of a strong planning group (committee, commission) with wall-to-wall representation.

b> Negotiate with foundations, organizations and purveyors of programs the nature of their involvement and their contribution to Lead Communities. Begin training them for the assignment (e.g. discuss the institutions of higher Jewish Learning their role in in-service and pre-service training, as well as their role for

the articulation of visions or goals of Jewish education; work with the JCCA, JESNA, CAJE, CLAL; approach program-oriented foundations with specific programs). This requires preparing background documents - for example what would the Israel experience be in a Lead Community - and discussing with the appropriate organization or foundation their interest in taking all or part of the program upon themselves.

c> Provide funding facilitation as required.

d> Provide planning guidance for:

- 1> The self-study
- 2> The one-year plan
- 3> Pilot projects to be launched in year 1
- 4> The five-year plan

e> Complete plans for the introduction of the Best Practices project into the community and make educational consultants available to the communities.

f> Introduce the monitoring and evaluation project in the community (field researchers to conduct preliminary interviews) and help process the findings of the periodic reports (first one in January 1993).

g> Provide guidance for the development of vision, mission, goal-statements at institutional and community levels.

h> Appoint a key staff consultant for each community, to mediate the content (community mobilization; building the profession) and make educational consultants available for specific needs (e.g. develop in-service training program for early childhood educators; re-invent a best-practice supplementary school model into the community).

i> Develop networking between communities

j> Develop means of communications and p.r.

8. Toward the end of the year: gear up towards implementation

Ongoing Work -- general CIJE and related to Lead Communities

- 1) Board Meetings (August and February), Executive group, Board Committees (Lead Communities, Monitoring/Evaluation, Best Practices) and camper assignments
- 2) Senior Advisory group meetings or conference calls
- 3) Monthly CIJE-Lead Communities planning seminar
- 4) Fundraising

- 5) Ongoing contacts with constituencies (organizations, purveyors of programs, foundations lay leaders, educators, rabbis)
- 6) Staff meetings (for planning and discussion of educational content: twice a year
- 7) Guidance to key projects
- 8) Networking with educators, organizations and institutions.
- 9) Plan the second and third years of the project.

C. Beyond Lead Communities:

Major areas of endeavor of the CIJE and suggested action in each area for the next 12 months (please note: areas 1,2,and 3 below must be dealt with both at the continental level and in Lead Communities) :

1. Community Mobilization and communications

Plan and launch the activities that will help mobilize communities, organizations and leaders to Jewish education and create more fertile grounds for access to the resources required (beyond the three communities selected). Areas of endeavor might include:

* work with the 23 applicant communities to the Lead Communities project (or with any differently defined large group of communities) to capitalize on good will, initial interests, local initiatives. This should initially include a very limited number of activities -- until the CIJE's workload permits more. For example, during the coming year one might convene once or twice representatives of the communities to share with them two topics: findings of the Best Practices project and methodology of the Monitoring, Evaluation Feedback project and meeting with programs and representatives of programmatic foundations (CRB for Israel; Melton for the adult mini-school; Revson for media; etc...)

* launch a communications program that will continue the work begun with the publication of "A Time to Act".

In too many quarters the work of the CIJE is not known. This limits our effectiveness, particularly with reference to fund-raising, and misses on important opportunities for community mobilization.

This area has not yet been planned and very limited work was done to date.

2. Building the Profession of Jewish education

In order to deal with the shortage of qualified educators a thoughtful plan needs to be prepared concerning action required at the central or continental level. We have deferred dealing with issues such as a portable benefits plan, salary policies; what would it take to meet the shortage of qualified personnel in terms of both pre-service and in-service training (beyond the grants to the training institutions) etc...In the course of the current year we may want to begin the planning the work. (I believe this requires initially an in-house or commissioned planning piece).

3. Developing a Research capability

Two steps were taken so far: the development of two major research projects to support the development effort in Lead Communities (Holtz and Gamoran) and the preparation of a background paper by Dr. Isa Aron. We have not yet found financial support for this project.

4. Establishing Lead Communities (see above).



Fall Seminar -- Some Suggestions

An event to start work, inform, set the terms, create the dialogue.

The components might include:

1. General meeting of CIJE and lead community representatives re-the project in general and CIJE contribution. Includes CIJE and Lead Community Lay leadership. (10-20 people per community plus CIJE staff and consultants, as well as lay people for part of the meetings)

a. Communities introduce themselves, their views, hopes, ideas, past achievements, etc..

b. The CIJE introduces the present state of the Lead Community idea -- its evolution from the Commission to today. The notion of these communities as spearheads for systemic change -- for addressing the problems of Jewish education/continuity.

2. Lay leaders to lay-leaders -- issues of funding and community mobilization

3. Vision and goals: presentation and discussion followed by work with representatives of the training institutions and others who will be leading this effort.

4. Professionals, educators, rabbis: build upon their work, commitments, convictions.

a. discussion of the project, the process, getting to work

b. The Best Practices project: presentation and discussion-- includes consultants on content

c. Monitoring, Evaluation and Feedback :same

d. Planning :

- self study
- pilot projects
- one year plan
- five year plan

-- The ongoing CIJE seminar

5. networking among Lead Communities

6. Meetings with organizations, purveyors of programs and Programmatic Foundations: -- to discuss specific interests and projects:

- in-service training programs
- CAJE

- JESNA
- JCCA
- the Melton mini-school
- the CRB Foundation
- etc..

7. Closing session and discussion of next steps



CIJE -- Workplan -- Draft

APPENDIX 1

Task Name	Start	End	1992				1993											
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	D
Lead Communities	15/Sep/92	02/Sep/93																
Launch Activities	15/Sep/92	02/Sep/93	△															
Prepare written guidelines	15/Sep/92	20/Oct/92																
Written agreement	15/Sep/92	30/Sep/92																
Planning guidelines	15/Sep/92	20/Oct/92																
Negotiate Agreement	15/Sep/92	30/Nov/92																
Present project to Community	15/Sep/92	01/Dec/92																
CIJE staff preparation	15/Sep/92	01/Dec/92																
Launch Monitoring	15/Sep/92	26/Aug/93																
Introduce in community	15/Sep/92	25/Sep/92																
Develop feedback loop	15/Sep/92	30/Nov/92																
Set terms for first report	15/Sep/92	27/Nov/92																
Feedback from findings	19/Jan/93	26/Aug/93																
Launch Best Practices	15/Sep/92	02/Sep/93																
introduce	15/Sep/92	30/Nov/92																
develop method	15/Sep/92	02/Sep/93																
provide consultants	15/Sep/92	02/Sep/93																
Vision project	15/Sep/92	31/Aug/93																
develop project	15/Sep/92	31/Aug/93																
work with IHJL etc..	15/Sep/92	26/Aug/93																
introduce in communities	16/Nov/92	26/Aug/93																
Convene first planning seminar	01/Dec/92	01/Dec/92			△													
Community process	15/Sep/92	26/Aug/93																
Work with educators, rabbis	15/Sep/92	27/Aug/93																
Planning guidance	15/Sep/92	26/Aug/93																
Self study	06/Nov/92	30/Apr/93																
First year plan	15/Sep/92	31/Dec/92																
Pilot projects	08/Feb/93	08/Feb/93						△										
Five year plan	01/Dec/92	26/Aug/93																
Work with foundations	15/Sep/92	26/Aug/93																
Work with program purveyors	15/Sep/92	26/Aug/93																
Work with national organizations	15/Sep/92	26/Aug/93																
Funding facilitation	15/Sep/92	26/Aug/93																

CIJE -- Workplan -- Draft

Task Name	Start	End	1992				1993											
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	D
Appoint staff consultant	15/Sep/92	15/Sep/92	△															
Develop Networking between communiti	01/Dec/92	01/Dec/92			△													
Communications and pr	15/Sep/92	26/Aug/93																
Gear up towards implementation	10/Aug/93	10/Aug/93												△				
	15/Sep/92	15/Sep/92	△															
Ongoing	15/Sep/92	02/Sep/93																
Fundraising	15/Sep/92	26/Aug/93																
Board meetings	14/Feb/93	14/Feb/93						△						△				
Board Committees	15/Sep/92	15/Sep/92	△					△						△				
Executive Committee	29/Nov/92	29/Nov/92			△						△					△		
Senior Advisors	31/Oct/92	31/Oct/92		△			△		△		△		△					
Planning Seminar	30/Nov/92	26/May/93																
Mobilizing constitutencies	15/Sep/92	31/Aug/93																
National organizations	15/Sep/92	30/Aug/93																
Puveyors of programs	15/Sep/92	26/Aug/93																
Foundations	15/Sep/92	26/Aug/93																
Individuals	15/Sep/92	31/Aug/93																
Educators and Rabbis	15/Sep/92	26/Aug/93																
Staff seminars	18/Oct/92	18/Oct/92		△			△				△			△				
Ongoing guidance to projects	15/Sep/92	09/Aug/93																
Networking	15/Sep/92	02/Sep/93																
Plan years two and three	12/Jul/93	30/Aug/93																
	15/Sep/92	15/Sep/92	△															
Community Mobilization and Communicati	15/Sep/92	01/Sep/93																
Plan	08/Jan/93	26/Aug/93																
From 3 to 23	07/Jan/93	01/Sep/93																
Communications program	07/Jan/93	31/Aug/93																
	15/Sep/92	15/Sep/92	△															
Building the Profession	15/Sep/92	08/Sep/93																
Plan	10/Mar/93	08/Sep/93																
	15/Sep/92	15/Sep/92	△															
Develop a Research capability	16/Aug/93	16/Aug/93												△				
Decide on next steps	16/Aug/93	16/Aug/93												△				

August 12, 1992

LEAD COMMUNITIES AT WORK

A. INTRODUCTION

The Commission on Jewish Education in North America completed its work with five recommendations. The establishment of Lead communities is one of those recommendations, but it is also the means or the place where the other recommendations will be played out and implemented. Indeed, a lead community will demonstrate locally, how to:

1. Build the profession of Jewish education and thereby address the shortage of qualified personnel;
2. Mobilize community support to the cause of Jewish education;
3. Develop a research capability which will provide the knowledge needed to inform decisions and guide development. In Lead Communities this will be undertaken through the monitoring, evaluation and feedback project;
4. Establish an implementation mechanism at the local level, parallel to the Council for Initiatives in Jewish Education, to be a catalyst for the implementation of these recommendations;
5. The fifth recommendation is, of course, the lead community itself, to function as a local laboratory for Jewish education.

(The implementation of recommendations at the continental level is discussed in separate documents.)

B. THE SCOPE OF THE PROJECT

1. A Lead Community will be an entire community engaged in a major development and improvement program of its Jewish education. Three model communities will be chosen to demonstrate what can happen where there is an infusion of outstanding personnel into the educational system, where the importance of Jewish education is recognized by the community and its leadership and where the necessary resources are secured to meet additional needs.

The vision and programs developed in Lead Communities will demonstrate to the Jewish Community of North America what Jewish education at its best can achieve.

2. The Lead Community project will involve all or most Jewish education actors in that community. It is expected that lay leaders, educators, rabbis and heads of educational institutions of all ideological streams and points of view will participate in the planning group of the project, to shape it, guide it and take part in decisions.

3. The Lead Community project will deal with the major educational areas -- those in which most people are involved at some point in their lifetime:

- Supplementary Schools
- Day Schools
- JCCs
- Israel programs
- Early Childhood programs

In addition to these areas, other fields of interest to the specific communities will also be included, e.g. a community might be particularly interested in:

- Adult learning
- Family education
- Summer camping
- Campus programs
- etc...

4. Most or all institutions of a given area will be involved in the program (e.g. most or all supplementary schools).

5. A large proportion of the community's Jewish population will be involved.

C. VISION

A Lead Community will be characterized by its ongoing interest in the goals of the project. Educational, rabbinic and lay leaders will project a vision of what the community hopes to achieve several years hence, where it wants to be in terms of the Jewish knowledge and behavior of its members, young and adult. This vision could include elements such as:

- adolescents have a command of spoken Hebrew;
- intermarriage decreases;
- many adults study classic Jewish texts;
- educators are qualified and engaged in ongoing training;
- supplementary school attendance has increased dramatically;
- a locally produced Jewish history curriculum is changing the way the subject is addressed in formal education;
- the local Jewish press is educating through the high level of its coverage of key issues.

The vision, the goals, the content of Jewish education will be addressed at two levels:

1. At the communal level the leadership will develop and articulate a notion of where it wants to be, what it wants to achieve.

2. At the level of individual institutions or groups of institutions of similar views (e.g., all Reform schools), educators, rabbis, lay leaders and parents will articulate the educational goals.

It is anticipated that these activities will create much debate and ferment in the community, that they will focus the work of the Lead Communities on core issues facing the Jewish identity of North American Jewry, and that they will demand of communities to face complex dilemmas and choices (e.g., the nature and level of commitment that educational institutions will demand and aspire to). At the same time they will re-focus the educational debate on the content of education.

The Institutions of Higher Jewish Learning, the denominations, the national organizations will join in this effort, to develop alternative visions of Jewish education. First steps have already been taken (e.g., JTS preparing itself to take this role for Conservative schools in Lead Communities).

D. BUILDING THE PROFESSION OF JEWISH EDUCATION

Communities will want to address the shortage of qualified personnel for Jewish education in the following ways:

1. Hire 2-3 additional outstanding educators to bolster the strength of educational practice in the community and to energize thinking about the future.

2. Create several new positions, as required, in order to meet the challenges. For example: a director of teacher education or curriculum development, or a director of Israel programming.

3. Develop ongoing in-service education for most educators in the community, by programmatic area or by subject matter (e.g. the teaching of history in supplementary schools; adult education in community centers).

4. Invite training institutions and other national resources to join in the effort, and invite them to undertake specific assignments in lead communities. (E.g. Hebrew Union College might assume responsibility for in-service education of all Reform supplementary school staff. Yeshiva University would do so for day-schools)

5. Recruit highly motivated graduates of day schools who are students at the universities in the Lead Community to commit themselves to multi-year assignments as educators in supplementary schools and JCCs.

6. Develop a thoughtful plan to improve the terms of employment of educators in the community (including salary and benefits, career ladder, empowerment and involvement of front-line educators in the Lead Community development process.)

Simultaneously the CIJE has undertaken to deal with continental initiatives to improve the personnel situation. For example it works with foundations to expand and improve the training capability for Jewish educators in North America.

E. DEVELOPING COMMUNITY SUPPORT

This will be undertaken as follows:

1. Establishing a wall to wall coalition in each Lead Community, including the Federation, the congregations, day schools, JCCs, Hillel etc..
2. Developing a special relationship to rabbis and synagogues.
3. Identify a lay "Champion" who will recruit a leadership group that will drive the Lead community process.
4. Increase local funding for Jewish education.
5. Develop a vision for Jewish education in the community.
6. Involve the professionals in a partnership to develop this vision and a plan for its implementation.
7. Establish a local implementation mechanism with a professional head.
8. Encourage an ongoing public discussion of and advocacy for Jewish education.

F. THE ROLE OF THE CIJE IN ESTABLISHING LEAD COMMUNITIES:

The CIJE, through its staff, consultants and projects will facilitate implementation of programs and will ensure continental input into the Lead Communities. The CIJE will make the following available:

1. *Best Practices*

A project to create an inventory of good Jewish educational practice was launched. The project will offer Lead Communities examples of educational practice in key settings, methods, and topics, and will assist the communities in "importing," "translating," "re-inventing" best practices for their local settings.

The Best Practices initiative has several interrelated dimensions. In the first year (1991/92) the project deals with best practices in the following areas:

- Supplementary schools
- Early childhood programs
- Jewish community centers
- Day schools
- Israel Experience programs

It works in the following way:

a. First a group of experts in each specific area is recruited to work in an area (e.g., JCCs). These experts are brought together to define what characterizes best practices in their area, (e.g., a good supplementary school has effective methods for the teaching of Hebrew).

b. The experts then seek out existing examples of good programs in the field. They undertake site visits to programs and report about these in writing.

As lead communities begin to work, experts from the above team will be brought into the lead community to offer guidance about specific new ideas and programs, as well as to help import a best practice into that community.

2. Monitoring Evaluation Feedback

The CIJE has established an evaluation project. Its purpose is three-fold:

a. to carry out ongoing monitoring of progress in Lead Communities, in order to assist community leaders, planners and educators in their work. A researcher will be commissioned for each Lead Community and will collect and analyze data and offer it to practitioners for their consideration. The purpose of this process is to improve and correct implementation in each Lead Community.

b. to evaluate progress in Lead Communities -- assessing, as time goes on, the impact and effectiveness of each program, and its suitability for replication elsewhere. Evaluation will be conducted by a variety of methods. Data will be collected by the local researcher. Analysis will be the responsibility of the head of the evaluation team with two purposes in mind: 1) To evaluate the effectiveness of individual programs and of the Lead Communities themselves as models for change, and 2) To begin to create indicators (e.g., level of participation in Israel programs; achievement in Hebrew reading) and a database that could serve as the basis for an ongoing assessment of the state of Jewish education in North America. This work will contribute in the long term to the publication of a periodic "state of Jewish education" report as suggested by the Commission.

(3)

c. The feedback-loop: findings of monitoring and evaluation activities will be continuously channeled to local and CIJE planning activities in order to affect them and act as an ongoing corrective. In this manner there will be a rapid exchange of knowledge and mutual influence between practice and planning. Findings from the field will require ongoing adaptation of plans. These changed plans will in turn, affect implementation and so on.

During the first year the field researchers will be principally concerned with three questions:

(a) What are the visions for change in Jewish education held by members of the communities? How do the visions vary among different individuals or segments of the community? How vague or specific are these visions?

(b) 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 human resources?

(c) 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 benefits? 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?

The first question is essential for establishing that specific goals exist for improving Jewish education, and for disclosing what these goals are. The second and third questions concern the "enabling options" decided upon in *A Time to Act*, the areas of improvement which are essential to the success of Lead communities: mobilizing community support, and building a profession of Jewish education.

3. Professional services:

The CIJE will offer professional services to Lead Communities, including:

- a. Educational consultants to help introduce best practices.
- b. Field researchers for monitoring, evaluation and feedback.

(4)

c. Planning assistance as required.

d. Assistance in mobilizing the community.

4. *Funding facilitation*

The CIJE will establish and nurture contacts between foundations interested in specific programmatic areas and Lead Communities that are developing and experimenting with such programs (e.g., the CRB Foundations and youth trips to Israel; MAF and personnel training; Blaustein and research).

5. *Links with purveyors or supporters of programs*

The CIJE will develop partnerships between national organizations (e.g., JCCA, CLAL, JESNA, CAJE), training institutions and Lead Communities. These purveyors will undertake specific assignments to meet specific needs within Lead Communities.

G. LEAD COMMUNITIES AT WORK

The Lead Community itself will work in a manner very similar to that of the CIJE. In fact, it is proposed that a local "CIJE" be established to be the mechanism that will plan and see to the implementation and monitoring of programs.

What will this local mechanism (the local planning group) do?

- a. It will convene all the actors;
- b. It will launch an ongoing planning process; and
- c. It will deal with content in the following manner.
 - 1. It will make sure that the content is articulated and is implemented.
 - 2. Together with the team of the Best Practices project and with the Chief Education Officer, it will integrate the various content and programmatic components into a whole. For example: it will integrate formal and informal programs.

It will see to it that in any given area (e.g., Israel experience) the vision piece, the goals, are articulated by the various actors and at the various levels:

- by individual institutions
- by the denominations
- by the community as a whole.

In addition, dealing with the content will involve having a "dream department" or "blueskying unit," aimed at dealing with innovations and change in the programs in the community (this is elaborated in a separate paper).

(5)

H. LAUNCHING THE LEAD COMMUNITY -- YEAR ONE

During its first year (1992/93) the project will include the following:

1. Negotiate an agreement with the CIJE including:
 - a. Detail of mutual obligations;
 - b. Process issues -- working relations within the community and between the community, the CIJE and other organizations
 - c. Funding issues;
 - d. Other.
2. Establish a local planning group, with a professional staff and with wall-to-wall representation.
3. Gearing-up activities, e.g., prepare a 1-year plan, undertake a self-study (see 6 below), prepare a 5-year plan.
4. Locate and hire several outstanding educators from outside the community to begin work the following year (1993/94).
5. Preliminary implementation of pilot projects that result from prior studies, interests, communal priorities.
6. Undertake an educational self-study, as part of the planning activities:

Most communities have recently completed social and demographic studies. Some have begun to deal with the issue of Jewish continuity and have taskforce reports on these. Teachers studies exist in some communities. All of these will be inputs into the self-study. However, the study itself will be designed to deal with the important issues of Jewish education in that community. It will include some of the following elements:

- a. Assessment of needs and of target groups (clients).
- b. Rates of participation.
- c. Preliminary assessment of the educators in the community (e.g., their educational backgrounds).

The self-study will be linked with the work of the monitoring, evaluation and feedback project.

Some of the definition of the study and some of the data collection will be undertaken with the help of that project's field researcher.

* * * * *

OCT 02 '92

11:20 AM

CIJE

221308

Page 1

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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

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

ARCHIVES

TELEFAX

TO: Seymour Fox
Annette Hochstein

DATE: October 2, 1992

FROM: Art Rotman

FAX #: 619 452

Number of pages (including this sheet) 9

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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

MEMORANDUM

TO: The File DATE: September 30, 1992
FROM: Art Rotman SUBJECT: Notes on meeting of
September 25, 1992

PARTICIPANTS: Mort Mandel, Art Rotman, Art Naparstek (for part of meeting),
Steve Hoffman (for part of meeting)

MLM Calendar

Mort will include Art Rotman in the list of people to receive his advance travel calendar.

Committees

MLM will call:

Chuck Ratner to chair the Lead Communities Committee

John Colman to chair the Best Practices Committee

David Hirschhorn to chair the Monitoring, Evaluation, and Feedback Committee

Gershon Kekst to join the Board and to chair the Communications Committee

We still need chairs for:

a Budget/Financial Review Committee

a Committee on Building the Profession

Bill Berman is to be added to the Executive Committee. (Revised list is attached.)

The Executive Committee meeting will be held on November 23, 1992. The Agenda will include the budget and Lead Communities as well as other items.

Lead Communities

In considering our approach to the Lead Communities, we must pay particular attention to educational substance. Seymour Fox and I have discussed this and the best means would be to have Barry Holtz engaged as a member of the CIJE staff on as close to a full time basis as possible instead of part time as at present. I have adjusted the budget accordingly.

With your approval, we will also need to have appropriate position papers and well-thought-out approaches.

The calendar of our activities with the Lead Communities is as follows:



September 17-25	Introduce field researchers to the communities by CIJE staff.
Early November	Meetings in each of the communities with their leadership to talk through the "letter of understanding." CIJE should be represented by the lay person who visited that community during the selection process as well as AR.
November 12	At the GA, a breakfast reception for CIJE Board members and Lead Communities leadership. If practical, this meeting will be held in the Mandel/Pollack suite.
November 17-18	A "seminar" in New York for the three Lead Communities' staff and lay people. MLM to be present for a portion of the time. The program to include a speaker of substance.
Early December December	A ceremonial signing of the "letter of understanding."

Letter of Understanding

We reviewed the latest draft which will be redrafted in accordance with the suggestions made at the meeting.

GA

Steve Hoffman, you and I spoke by phone with Marty Kraar and Carl Shinegold. The Forum on Building Community at which CIJE will participate will be comprised of:

Mort Mandel - Convener
Stuart Eizenstat
a Federation person, e.g., Mike Rukin, Boston, or
Leroy Hoffberger, Baltimore
Mel Merians - representing Synagogues

Board of Directors

MLM will call Gershon Kekst and invite him to be on the Board and to chair the Communications Committee. Susan Crown, Dan Bader (Minneapolis), and Douglas Goldman (San Francisco) have been suggested for the Board. We will check their suitability.

The possible dates for a Board meeting are:

Friday, February 19, 1993
Thursday, February 25, 1993
Friday, March 26, 1993

(If a Friday is selected, we will need to end early so as not to create a problem for Sabbath observers.)

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address: 163 Third Avenue #128

Phone: (212) 532-1961

• New York, NY 10003

FAX: (212) 213-4078

TELEFAX**TO:** Seymour Fox**DATE:** October 1, 1992**FROM:** Art Rotman**FAX #:** 619 452Number of pages (including this sheet) 2**MESSAGE:**

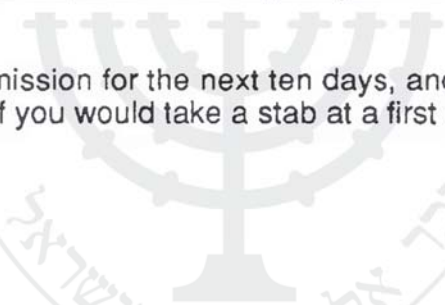
As you will see by the attached, Mort is asking for your help in preparing his talk for the GA.

Since I will be out of commission for the next ten days, and since you are so good at it, I would appreciate it if you would take a stab at a first draft.

Warm regards.

Art

AMERICAN JEWISH
ARCHIVES



DATE: 9/29/92 TIME: _____

TO: FAX NO. (212) <u>213</u> - <u>4078</u>	FROM: FAX NO. (216) <u>361</u> - <u>9962</u>
Name <u>Arthur Rotman</u>	Name <u>Morton L. Mandel</u>
Company <u>CIJE</u>	Company <u>Premier Industrial Corp.</u>
Street Address _____	Tele. No. (216) <u>391-8300</u> Ext. <u>2320</u>
City _____ State _____ Zip _____ Country _____	

Dear Art:

Here are a few points:

1. I thought our visit in Cleveland was excellent. We should book at least two to three visits like that so that our calendar is as far out as we can get it.
2. I have been thinking about your trip to Israel in December, and believe it is critical that you come.
3. As you know, I will be giving a talk at the GA, and, of course, it will need to be a good one. Would you want to start thinking about some ideas and possible themes for my talk?

Also, this might be something to discuss with Seymour and Annette. They might have some valuable input.

Regards,

Mort

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address: 163 Third Avenue #128

New York, NY 10003

Phone: (212) 532-1961

FAX: (212) 213-4078

TELEFAX**TO:** Annette Hochstein**DATE:** September 21, 1992**FROM:** Art Rotman**FAX #:** 619 452Number of pages (including this sheet) 1**MESSAGE:**

Thanks for your memo of September 17 re Gamoran.

1. I very much appreciate getting a memo on a contact like this. It's really good of you to take the time and trouble.
2. Whenever you have a conference call with Adam and Ellen, I suggest you include Shulamith for obvious reasons.
3. re the calendar you enclosed with your memo, please explain.

17/8/92 nsej

F A C S I M I L E T R A N S M I S S I O N

TO: MR. ARTHUR ROTMAN

FROM: ANNETTE HOCHSTEIN

DATE: AUGUST 17 , 1992

~~faxxxxx(212)232-1961x~~
~~xxxxxxxxxxxxxxxxxxxxxxxxxxxx~~

(212) 213=4078

Dear Art,

As discussed this morning I am faxing to you the CLAL document.

Also attached are documents related to Ukeles:

1. A memo dated August 5. Please note the chart: the middle column is the relevant one. April and May were paid. Total original allocation was \$30,000.

2. Invoices respectively for June and July. These have not been paid --


Having reviewed the work that was undertaken I think they represent the situation fairly and - as we discussed - can be paid now. *August is forthcoming.*

I never discussed with Jack remuneration for work beyond the selection of Lead Communities and will of course leave this to you.

Our conversation left me with much food for thought.

Best Regards,

Annette

FAX TRANSMITTAL	
TO: <i>Annette Hochstein</i>	FROM: <i>Art Rotman</i>
CC:	 JCC Association Phone (212) 532-4949 Fax (212) 481-4174
FAX #: <i>011-972-2-619-951</i>	
# OF PAGES <i>1</i>	
DATE: <i>9/11/92</i>	

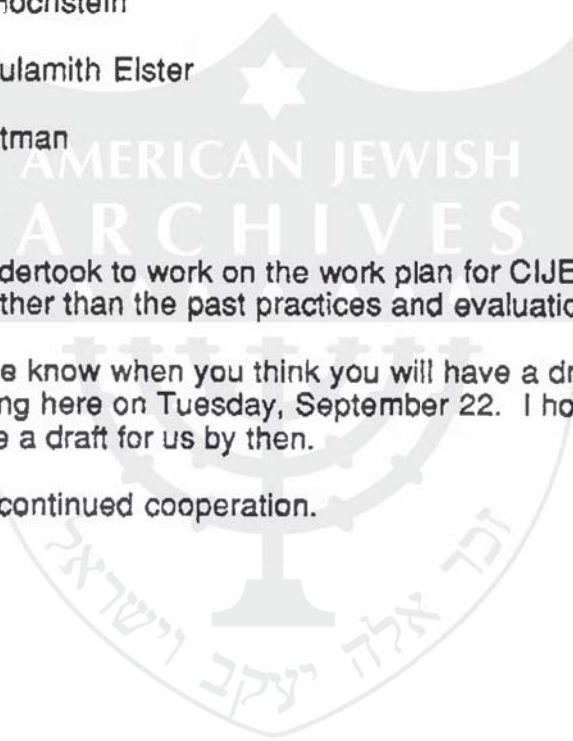
September 11, 1992

TO: Annette Hochstein
cc: Shulamith Elster
FROM: Arthur Rotman

A reminder that you undertook to work on the work plan for CIJE, in particular to flush out the portions other than the past practices and evaluation.

Could you please let me know when you think you will have a draft for us to see. We are having a meeting here on Tuesday, September 22. I hope it will be possible for you to have a draft for us by then.

Much appreciate your continued cooperation.



(DO)

FAX CLAL TO
AR.21 Tammuz 5752
July 22, 1992

CLAL

The National Jewish
Center for Learning
And LeadershipMr. Arthur Rotman
Executive Vice President
JCC Association
15 East 26th Street
New York, NY 10010-1579

Dear Art,

I'm sorry we've been unable to connect by phone.

I was calling to share with you that CLAL has recently received a significant grant from Charles and Andy Bronfman to develop and deliver learning programs for Jewish communal professionals. These learning programs have been designed to help prepare communal workers for the task of promoting Jewish identity and renewal in an open society. Specifically, the grant underwrites the availability of CLAL scholars and programs to enhance Center workers' appreciation of Jewish history and values -- to help them as teachers and transmitters of our traditions.

While the Center movement has taken the lead in upgrading staff skills and in focusing on the importance of informal education, I believe that CLAL programs can be an added resource in your work.

To familiarize you with current CLAL activities, I have enclosed a recent program report. If you would like to discuss the possibilities of CLAL programs, please give me a call.

Sincerely,

Alan Bayer
Executive Vice PresidentEnclosures: Annual Report
Explorers of New Worlds

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Rabbi Steven J. Shaw

CC-SE

S



15 East 26th Street - New York, NY 10010 - [212] 532-4949

TELEFAX TRANSMITTAL FORM

To: Seymour Fox and Annette HochsteinDate: August 3, 1992Fax #: 011 9722 619951

Time: _____

From: Art Rotman

Re: _____

Number of pages (including this cover page): 1

Please notify us if transmission is incomplete.

Tel. #: (212) 532-4949 Fax #: (212) 481-4174

We have hired Jo Ann Schaffer as assistant to me in my capacity
as Executive Director of CIJE.

A large, faint watermark logo for the American Jewish Archives is centered on the page. It features a menorah with seven branches, each holding a flame. Above the menorah is a star. The words "AMERICAN JEWISH ARCHIVES" are written in a semi-circle above the menorah. Below the menorah is a circular seal containing the Hebrew text "זכר אלה יעקב וישדאל" (Zecher Eloh Yisrael V'Yisrael).

FAX SENT

DATE:

8/8/92

AM

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: Art Rotman Date: 3 Aug 1992
From: Annette Hochstein No. Pages: 3
Fax Number: 001-212-481-4174 (12)

AMERICAN JEWISH
ARCHIVES



זכר אלה יעקב וישראל

4. The contribution of training institutions, national organizations and Israel to Lead Communities. How will they be prepared for the assignment.

5. Integration of elements 2,3, and 4 above.

6. Fundraising

7. The Launch -- including negotiations and agreements with the communities; the establishment of a local planning group; etc...

8. The Lead Communities seminar.

We hope that this is useful,

Seymour indicated that you would let us know in which city the seminar will take place, so that we can arrange for travel accordingly.

Best Regards,

Annette



Dear Art,

The following are some preliminary thoughts concerning an agenda for the next CIJE staff meeting on August 18/19.

The aims of the meeting would be to plan the launch of Lead Communities -- in particular to prepare the first steps that will need to be taken (September/October) and to prepare materials that explain the concept and the various projects to the laureate communities.

1. The Lead Community idea re-considered.

- a. Staff discussion
- b. What do we present to the various audiences in the communities

2. The Best Practices project re-considered

a. Staff discussion, including Barry Holtz and some of his consultants who may work with the communities as educational consultants. How will the project be introduced and work in communities.

b. Update on the elements of the project:

- supplementary schools
- JCCs
- early childhood
- Israel experience

c. Next elements:

- day-schools
- college age
- etc..

3. Monitoring Evaluation and Feedback project:

a. Description of project and staff discussion, including the field researchers and the coordinator.

b. First year workplan

c. How will the project be launched and introduced in communities -- in particular in light of the plan to begin work on goals and vision immediately.



15 East 26th Street - New York, NY 10010 - [212] 532-4949

TELEFAX TRANSMITTAL FORM

To: Annette HochsteinDate: July 7, 1992Fax #: 972 2 619 951

Time: _____

From: Art Rotman

Re: _____

Number of pages (including this cover page): 1

Please notify us if transmission is incomplete.

Tel. #: (212) 532-4949

Fax #: (212) 481-4174

AMERICAN JEWISH
ARCHIVES

Thanks for the Gamoran plan. If there is
a budget, I would be interested in seeing it.

Warm regards.



Board of Directors
(in formation)

Morton L. Mandel
Chairman

Marc Besen
Australia

Jaime Constantiner
Mexico

Isaac Joffe
South Africa

Felix Posen
U.K.

Esther Leah Ritz
U.S.A.

Garry Stock
Australia

Seymour Fox
President

Annette Hochstein
Director

May 10, 1992

Mr. Arthur Rotman
JCC Association
15 E. 26th St.
New York, NY 10010
U.S.A.

Dear Art,

I look forward to your participation in the meetings of the Board of the Mandel Institute in Jerusalem on Wednesday and Thursday, May 27 and May 28. Our meetings will take place at our offices at 22A Hatzfira St. You will notice that we have once more scheduled individual meetings between board members, staff and consultants, for Wednesday May 27th from 8:30 a.m. to 11:00 a.m. This will make it possible for our staff to bring each of us up to date on all of our projects, and to focus on issues of particular interest to you.

The enclosed progress report will, I believe, help prepare us for our deliberations in Jerusalem.

With best regards,

Sincerely,



Morton L. Mandel



15 East 26th Street - New York, NY 10010 - [212] 532-4949

TELEFAX TRANSMITTAL FORM

To: Seymour Fox
Fax #: 972 2 619 951
From: Art Rotman

Date: March 4, 1992
Time: _____
Re: _____

Number of pages (including this cover page): 1

Please notify us if transmission is incomplete.

Tel. #: (212) 532-4949

Fax #: (212) 481-4174


AMERICAN JEWISH
ARCHIVES

Re the request you made when you were here that I
make myself available for the May 27-28 meeting of
the Mandel Foundation Board in Israel:

Yes. I am glad to say that I have made arrange-
ments to be there then for these meetings and for
other purposes as well.

FYI

CC: MLM

FAX TRANSMITTAL	
TO:	FROM:
Mort Mandel	Art Rotman
CO.	
FAX #:	
(216) 361-9962	
# OF PAGES	DATE:
1	3/4/92
 Phone (212) 532-4949 Fax (212) 481-4174	

This memo is a summary of the meeting with Art Rothman and AH on 19 January 1991.

During the meeting, we covered several items related to:

1. the agenda of the Mandel Institute; and
2. the grant to the JCC Executive Training Program.

We agreed that on the latter point, we have two agenda items:

1. the development of a Jewish education module for the Executive Training Program.

Art Rothman will ask Barry Hazan and the Director of the Executive Project (Steven Rod) to prepare the Jewish education module for the Executive Training Program.

We will develop jointly with Steven Rod a monitoring and evaluation process that will suit both the needs of the JCC and the reporting need of AH to Math.

We also discussed the leadership identification process of the JCC.

I should report to Alan Hoffman about this method; in particular, the community visits and the formal identification process.



15 East 26th Street - New York, NY 10010 - [212] 532-4949

TELEFAX TRANSMITTAL FORM

To: Seymour FoxDate: January 27, 1992Fax #: 011 972 2 619 951

Time: _____

From: Art Rotman

Re: _____

Number of pages (including this cover page): 1

Please notify us if transmission is incomplete.

Tel. #: (212) 532-4949

Fax #: (212) 481-4174

I had a very good meeting in Israel last week with Annette.

In the material that Annette supplied, I came across references to some of the Jerusalem Fellows working with JTS, in developing their personnel training program.

The next time we talk, I would like to explore with you the possibility of having one or more of the Jerusalem Fellows work with us in the development of curriculum and in other areas in the JCC Association Executive Development Training Program.



15 EAST 26TH STREET, NEW YORK, N.Y. 10010-1579

ARTHUR ROTMAN

Executive Vice-President, JWB

As the Executive Vice-President of JWB (new name - Jewish Community Centers Association), Arthur Rotman is JWB's chief professional officer.

Prior to becoming Executive Vice-President of JWB, Mr. Rotman served as Executive Director of the Jewish Community Center of Pittsburgh.

Mr. Rotman is a native of Montreal, Que. Canada. He received his formal Jewish education at the Montreal Hebrew Educational Institute. After receiving his M.S. degree in Social Administration from Western Reserve University in Cleveland, OH in 1949, he joined the staff of the Montreal YM & YWHA and from 1966 to 1968 was its Associate Executive Director. He became the Executive Director of the Pittsburgh JCC in 1968 and in 1976 was appointed to his present position at JWB.

His extensive communal experience and professional expertise have been reflected in his leadership in JWB seminars and training institutes and other workshops and courses in North America and in Israel. While in Montreal, he developed the first use of Israeli shlichim in Jewish Community Centers in North America.

Mr. Rotman has served as an officer and Board member of his professional organizations -- the Association of Jewish Centers Workers, and the Conference of Jewish Communal Service. He is currently President of the World Conference of Jewish Communal Service.

Mr. Rotman is deeply committed to Jewish life, and is, as the slogan of JWB indicates, "involved with the quality of Jewish life...worldwide."

Mr. Rotman served as Study Director for the Commission on Maximizing the Jewish Educational Effectiveness of Jewish Community Centers. He is currently a Senior Policy Advisor to the North American Commission on Jewish Education.

12/11/89



Nativ Policy and Planning Consultants
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון
ירושלים

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

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

FAX SENT

DATE: 3/1/90

TO: Arthur Rotman

DATE: 3 January 1990

FROM: Seymour Fox

NO. PAGES: 2

FAX NUMBER: (212) 481 4174



2 January, 1990

Mr. Arthur Rotman
Executive Vice President
JWB
15 E. 26th Street
New York, NY 10010
USA

Dear Art,

I hope your trip back to the United States was uneventful and want to thank you again for all your help.

When we met with Mr. Mandel on December 22 he approved the following distribution of the funds allocated to Dr. David Mittelberg:

\$3,000 for travel, participation in meetings and conferences
\$3,000 as a personal grant.

I will be calling you in the coming days to touch base.

Best regards.

Sincerely,



Seymour Fox

P.S. I am pleased that Bernie Riesman has begun his work.

cc: Mr. M.L. Mandel



15 East 26th Street - New York, NY 10010 - [212] 532-4949

TELEFAX TRANSMITTAL FORM

To: Seymour Fox

Date: August 7, 1990

Fax #: 011 972 2 699 951

Time: _____

From: Art Rotman

Re: _____

Number of pages (including this cover page): 19

Please notify us if transmission is incomplete.

Tel. #: (212) 532-4949

Fax #: (212) 481-4174

AMERICAN JEWISH
ARCHIVES

Suggestions made by you and Hank are incorporated

as we discussed.

Also sent to MLM and Hank.



Nativ Policy and Planning Consultants
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון
ירושלים

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

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FAX SENT

DATE: 3/1/90

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