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CIJE correspondence, meetings, and press clippings, 1993.

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**SHMUEL WYGODA**

לַטְלֵקוֹן עִם Staff עַל־יְדֵי

תַּאֲרִיךְ 22-7-73

שַׁעֲרָה M. J. (S) yvn

מַקוֹם Katzira

טל 0212(m) - 3321 1852

**CUKIJE**  
**Staff Telecons**

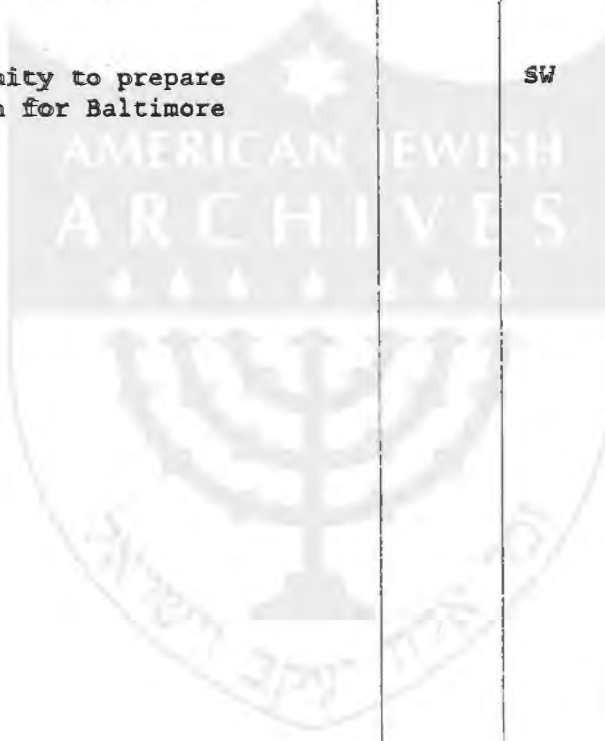
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**Material to be sent to AJA.**  
**195**

7

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUPLICATE DATE	COMPLETED OR REMOVED DATE
1.	Ask AG to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.		SW	6/30/93	8/1/93	
2.	With VFL, draft a written progress report to be sent to the board in early August.		SY	6/30/93	8/1/93	
3.	Ask each Lead Community to prepare notes on annual plan for Baltimore meeting.		SW	7/22/93	8/2/93	



DRAFT 7/27/93

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

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

Assignment

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

ESS: 6:09, 22 1m

300-358d

15N143dNW 01

W Plan = i [unclear] [unclear] for the first 3 months

IV. Staff meeting (Aug. 19-20, Am. Friends of Hebrew U.) VFL/SW

A. Should Eileen Goldberg's memo on the data analysis of the principals' survey be discussed at this meeting? If not, when/where will it be considered?

V. Lead Communities Joint Meeting (Aug. 23-24, Baltimore) SW/VFL

- A. CIDE team to meet at 100 300 am
- B. Lead Community representatives to arrive for lunch
- C. Status of SW calls for input to agenda
- D. If Adam is expected to make a presentation on staff, he would like to know in advance.

VI. Report on conversation with John Ruskey BBH

VII. Status reports on communities [unclear] / Draft in J/T Team 3/17

- A. Atlanta - Atlanta - [unclear] will go Baltimore with DA - Jennie Albert.
- B. Baltimore - Strategic Plan.
- C. Milwaukee - Report.

VIII. Schedule next telecon VFL

None

Atlanta is discussing on 7/13 what they can bring to with Bruce (18) for OIV as ready to full [unclear] in Baltimore.

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: July 22, 1993

DATE MINUTES ISSUED: July 26, 1993

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

COPY: Gail Z. Borph, Morton L. Mandel

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

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

II. August 26 Board Meeting Preparations

A. Camper Calls

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

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

B. Materials to be mailed in advance.

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

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

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

### III. August Staff Meeting

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

IV. Lead Communities Joint Meeting

A. The meeting on August 23 will begin with lunch at noon at THE ASSOCIATED in Baltimore. It will go into the evening on Monday and conclude by 4 p.m. on Tuesday, August 24. CIFE staff will meet at THE ASSOCIATED by 10:30 a.m. to do final planning for the meeting.

B. The meeting will focus on each community's plans for the year. (Each will be asked to prepare a written document in advance.) We seek the following products during this year:

1. Complete the educators surveys and data analysis and plan for personnel development in each community.
2. Continue to gather data.
3. Develop action plans.
4. Clarify monitoring, evaluation and feedback work.
5. Integrate the goals project and best practices work.

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

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

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

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

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



VI. Status Reports on Communities

A. Milwaukee

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

Assignment

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

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

B. Atlanta

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

C. Baltimore

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

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

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

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7/22/93 (REV. 1/88) FPM/UD/IN/LS/SK

FUNCTION	GIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/22/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn.		SF	7/22/93	8/15/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	2/25/93	8/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	12/1/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

78800 (REV. 1/83) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Prepare a recommendation for a policy on the use of materials and data generated by CIJE.		ARM	7/9/93	8/12/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a.. David Arnow b.. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARM	2/25/93	8/15/93	
3.	With SF and BH, draft a job description for Barry Holtz..		ARM	5/19/93	8/19/93	
4.	With VFL, develop plan to support each item on the CIJE PERT chart..		ARM	5/19/93	8/31/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

FUNCTION	GIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	S HOFFMAN ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/22/93 937/22

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUKE DATE	COMPLETED OR REMOVED DATE
1.	Explore availability and cost of office space at UJA/Federation ..		SHH	7/9/93	7/30/93	
2.	With HLZ,, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant..		SHH	6/3/93	8/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL. <sup>I</sup> a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz		SHH	2/25/93	8/15/93	
4.	Call Carl Sheingold to talk about CJE slot on the GA agenda.		SHH	7/22/93	8/19/93	
5.	With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	TBD	
6.	Propose to MLM that he talk with Rey Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	
7.	With SF, develop a plan for involving denominations in each Lead Community in GIJE.		SHH	3/31/93	TBD	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

33695 (REV. 1/89) PRINTED IN U.S.A.

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

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

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

2/880 (REV. 1/78) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	MANDEL ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/9/93

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

- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 73990 (REV. 1/80) PRINTED IN U.S.A.

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

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

- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 73208 (REV. 1/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Complete and mail report to Cummings Foundation.		BH	7/22/93	8/2/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Gerald Cohen - done b. Susan Crown c. Billie Gold d. Neil Greenbaum - done e. Thomas Hausdorff f. Mark Lainer - done g. Matthew Maryles - done h. David Teutsch - done		BH	6/30/93	8/15/93	
3.	Meet with J. Woocher for guidance on approach to mailing publications.		BH	7/22/93	8/19/93	
4.	With SF and ARW, draft a job description for Barry Holtz.		BH	5/19/93	8/19/93	
5.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	8/21/93	
6.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/15/93	
7.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
8.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	
9.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	

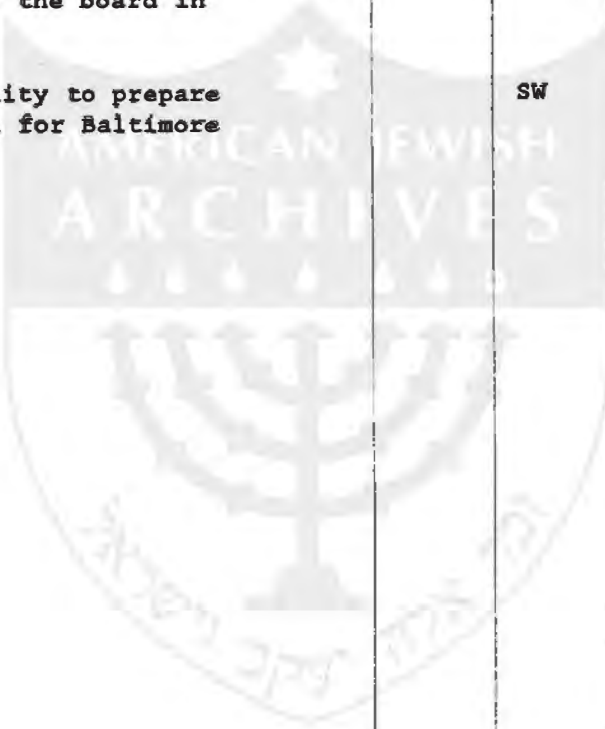


- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

12890 (REV. 1/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask AG to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.		SW	6/30/93	8/1/93	
2.	With VFL, draft a written progress report to be sent to the board in early August.		SW	6/30/93	8/1/93	
3.	Ask each Lead Community to prepare notes on annual plan for Baltimore meeting.		SW	7/22/93	8/2/93	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7390 (REV. 1/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting.		HLZ	6/30/93	7/15/93	
2.	With SHE, talk with MLM about the advisability of approaching Jesselson family to partner with Jira Joseph grant..		HLZ	6/8/93	8/15/93	
3.	Schedule a telecon of MLM with Gershton Kekst to discuss CIJE.		HLZ	4/29/93	8/15/93	
4.	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.		HLZ	7/9/93	7/30/93	
5.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	8/15/93	
7.	Encourage MLM to talk with Corky Goldman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	TBD	
8.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	

07:13:17 +0300

Date: Wed, 28 Jul 1993 23:14 CDT

From: <GAMORANOW@SSSS&>

Subject: progress report for CIJE board

To: MANDEL@PHUJIVMS

Original\_To: MANDEL

Original\_cc: ELLEN

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

Progress Report — August 1993

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

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

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

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

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

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

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

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

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

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

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

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

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

## II. Instrumentation

### A. Interview Protocols

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

### B. Survey of Educators

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

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

### III. Reports

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

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

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

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

#### B. Reports on Mobilization and Visions

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

#### IV. Plans for 1993-94



## A. Ongoing Monitoring and Feedback

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

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

## B. Outcomes Assessment

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

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

### C. Encouraging Reflective Communities

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

P. 1/4

**MELTON  
RESEARCH  
CENTER**  
for Jewish Education

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

To: Shmuel Wigoda  
At FAX Number: Waltham  
From: Barry Holtz  
Date: July 13  
Total pages including this one: H

RE:

Shmuel - I was unable to find this electronically  
via internet. I think it may not have  
been there. Let me know. The file was  
on Board # 4

Barry

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

## Memo

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

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

### Documentation and Work in the Field

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

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

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

### The Steps in Documentation: First Iteration

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

### Next Steps

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

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

2) **Early childhood programs**

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

3) **JCCs**

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

4) **Day schools**

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

5) **College campus programming**

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

6) **Camping/youth programs**

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

7) **Adult education.**

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

8) **The Israel experience**

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

9) **Community-Wide initiatives**

Finally, I have recommended that we add a ninth area-- Community-Wide initiatives using JESNA's help. This refers to Jewish education improvement projects at the Federation or BJE level, particularly in the personnel or lay development area. Examples: the Providence BJE program for teacher accreditation; the Cleveland Fellows; projects with lay boards of synagogue schools run by a BJE; salary/benefits enhancement projects. This project would use JESNA's assistance could probably be launched rather quickly.

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

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

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

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

How can we spread the word?

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

7/6/93

CIJE EXECUTIVE COMMITTEE MEETING

August 26, 1993

AGENDA

(Refreshments 9:30; Meeting 10:00-11:30)

- I. Introductory Remarks MLM
- II. Progress Report ARH
- III. ~~Proposed Work Plan~~ Plans for 1993 A. Hoffmann
- IV. Development Report by AJN (If we have a Blaustein or Jim Joseph gift to report)
- V. Budget for 1993 A. Hoffmann

7/6/93

CIJE BOARD MEETING

August 26, 1993

AGENDA

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

I. Welcome and Progress Report

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

II. Comments

Alan Hoffmann

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

III. Overview of the Lead Communities Project

Charles Ratner

Responses by chairs of Lead Community projects::

Atlanta - William Schatten

Baltimore - Genine Fidler,, Ilene Vogelstein

Milwaukee - Jane Gellman,, Louise Stein

IV. Monitoring, Evaluation & Feedback Report

A. Introductory Remarks

Esther Leah Ritz

B. Update on Overall Project

Adam Gamoran

C. Preliminary Report on Educators' Survey

~~Ellen Goldring~~

V. Update on Best Practices & Pilot Projects

A. Introductory Remarks

John Colman

B. Report

Barry Holtz

VI. D'var Torah

TBD

1993 26, 192 777



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

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

The meeting will take place at:

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

I look forward to seeing you there.

VANDERBILT UNIVERSITY



NASHVILLE, TENNESSEE 37203

TELEPHONE (615) 322-7111

Department of Educational Leadership : Box 214 # Direct phone 322-4020

To: Ginny Levi

From: Ellen Goldring

Re: Educator Survey; Principal Questionnaire

Date: July 23, 1993

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

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

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

To: Ellen Goldring

From: Nancy Handix

Subject: Estimate for Principal Questionnaire Entry

I have estimated what it would cost for us to do the entry, verification, and coding of open-ended and fixed response questions for the principal study. If we spread the costs of data entry as well as coding and verification among the three cities in the same way that we did before, Milwaukee and Atlanta would each pay \$220, and Baltimore would pay \$1000. If Milwaukee were the only city, they would pay \$1320 since the cost of open-ended questions, training, etc. would be borne by them alone. If for some reason, each of the three cities has about the same number of questionnaires, we can simply divide \$1540, the total for processing between 60 and 200 questionnaires, by three.

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

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

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

JUL 23 1983 11:29

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## VIEWPOINT

# Surveying changes, challenges in Jewish life

MORTON L. MANDEL Special to the CJN

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



Mandel

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

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

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

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

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

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

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

That is a 180-degree shift.

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

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

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

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

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

munities throughout the world.

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

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

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

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

DRAFT 7/19/93

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

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

	<u>Assignment</u>
I. Review minutes of June 30	VFEL
II. Review assignments of June 30	VFEL
III. Aug. 26 Board Meeting	
A. Contacts with campers	VFEL
1. Status of calls	
2. Reassign Billie Gold ■ for this meeting, only	
B. Status of materials to be mailed in advance	SEW
C. Materials for meeting books	VFEL
1. Minutes of Feb. Board meeting	
2. Progress Report	
3. Camoran and Holtz reports	
4. Board and Staff lists	
IV. Staff meeting	VFEL/SEW
A. Times: 10 am on 8/19 to 4 pm on 8/20	
B. Location: American Friends of Hebrew University?	
C. Agenda	
D. Attendance	
V. Lead Communities Joint Meeting	ARH
A. Jerusalem simulation	
B. Status of agenda planning	
VI. Discuss BH draft letter to Rachel Cowan	BH

VII. Status reports on communities

Team

A. Atlanta

B. Baltimore

C. Milwaukee

VIII. Schedule next telecon

WFL

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

↓  
7- a.m.

MINUTES: CIJE Staff Teleconference  
DATE OF MEETING: June 30, 1993  
DATE MINUTES ISSUED: July 1, 1993  
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y)  
Shmuel Wygoda, Henry L. Zucker  
COPY: Morton L. Mandel

---

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

- A. SE is completing the needs assessment requested by the Jim Joseph Foundation and will send a copy to Israel.
- Assignment B. SF is scheduled to talk with David Blumenthal of Emory University in Switzerland in mid-July.
- Assignment C. BH will take over SE's camper assignments, including David Teutsch in place of Arthur Green. It was suggested that Gail Dorph be asked to take Billie Gold.
- D. SF has drafted a letter outlining the Blaustein grant and has sent it to David Hirschhorn for comment. It is anticipated that this will be resolved in time to announce the grant at the August board meeting.
- E. The position description for Barry Holtz will be completed by the conclusion of the staff seminar in August.
- F. HLZ was encouraged to follow up with MLM to suggest a phone call to Gershon Kekst as soon as possible. Mr. Kekst is scheduled to meet with SF in Israel in early July. It was felt that it would be helpful if MLM would speak with him prior to that meeting.
- Assignment G. It was suggested that it is important for us to maintain a good relationship with the Jesselson family and to keep that family represented on the CIJE board. HLZ will follow up with MLM and encourage him to invite someone from the Jesselson family to the August meeting. It was suggested that this is a high priority item.
- Assignment H. BH will discuss with SF the advisability of involving each of the movements in the day school Best Practices project.

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

### III. August 26 Board Meeting

#### A. Contacts with Campers

segment

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

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

#### B. Lead Communities Presentation

segment

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

#### C. Materials to be mailed in advance

segment

1. BH will prepare a progress report on Best Practices..

segment

2. SW will ask Adam Gamoran to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project..

segment

3. VFL and SW will draft a progress report which will emphasize advances which have been made since January with the Lead Communities and staffing changes. Reference will be made to the educators' survey.

4. It was noted that a paper on Best Practices in early childhood may be ready for distribution at the meeting, but is unlikely to be ready in time to mail in advance.

5. It was suggested that the educators' survey questionnaire be made available at the meeting.

### III. Other upcoming meetings

#### A. Staff seminar

segment

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



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

B. Lead Communities seminar

1. A joint seminar of the Lead Communities is scheduled to take place in Baltimore on August 23 2424. The Federation exec of each community will be invited to attend and, in the case of Atlanta and Baltimore, will be notified that the lay heads of the CIJE project of Milwaukee will be there and that they are invited to include their lay leaders, as well. In addition, invitations will be sent to Lauren Azoulay in Atlanta, Chaim Botwimick, Nancy Kutler, and Marshall Levin in Baltimore, and Ruth Cohen and Howard Neistein in Milwaukee. SHH will follow up with Neistein and encourage his attendance.

Assignment

Assignment

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

Assignment

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

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

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

3. Scheduling future meetings

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

Assignment

IV. Status of Senior Advisors

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

V. Status reports on Lead Communities

A. Atlanta

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

Assignment

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

B. Baltimore

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

Assignment

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

C.. Milwaukee

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

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

A



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73990 (REV. 1/89) PRINTED IN U.S.A.

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

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



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

78950 (REV. 1/90) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a letter to David Hirschhorn for review by SKH, MLM, and HLZ indicating our understanding of his interest in GIJE.		SF	3/24/93	7/16/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73890 (REV. 12/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUPLICATE DATE	COMPLETED OR REMOVED DATE
1.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	7/9/93	
2.	Draft CIJE organization chart..		ARH	6/17/93	7/9/93	
3.	Work with GRB Foundation to clarify relationship of Israel experience programs to Lead Communities..		ARH	1/28/93	7/15/93	
4.	Draft a mission statement for the Lead Communities project..		ARH	5/19/93	7/15/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	2/25/93	7/15/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart..		ARH	5/19/93	7/31/93	
7.	With SF and BH, draft a job description for Barry Holtz..		ARH	5/19/93	8/19/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

728890 (REV. 11/89) PRINTED IN U.S.A.

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

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



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 73699 (REV. 1/69) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage Howard Neistein to attend the Lead Communities seminar.		SHH	6/30/93	7/15/93	
2.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Goodman b. Marvin Lender c. Norman Lipoff d. Charles Ratner e. Bennett Yanowitz		SHH	2/25/93	7/15/93	
4.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	TBD	
5.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	TBD	
6.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

728190 (REV. 1/83) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with SF the advisability of involving each of the movements in the day school Best Practices project..		BH	6/30/93	7/6/93	
2.	Prepare a memo summarizing proposal on distribution of CIJE materials..		BH	5/28/93	7/15/93	
3.	Brief David Teutsch, new CIJE board member..		BH	6/16/93	7/15/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done b. Susan Crown c. Neil Greenbaum d. Thomas Hausdorff e. Mark Lainer - done f. Matthew Maryles g. David Teutsch		BH	6/30/93	7/15/93	
5.	Prepare a progress report on Best Practices..		BH	6/30/93	8/1/93	
6.	With SF and ARM, draft a job description for Barry Holtz..		BH	5/19/93	8/19/93	
7.	Work with Atlanta on filling the position of Director of the Lead Community project..		BH	6/16/93	12/93	
8.	Prepare suggestions for how to proceed with pilot projects in Atlanta..		BH	3/5/93	TBD	
9.	Begin work with Baltimore on a pilot project..		BH	3/5/93	TBD	
10.	Work with Milwaukee on pilot projects..		BH	4/29/93	TBD	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73888 (REV 1/89) PRINTED IN U.S.A.

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

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

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73630 (REV. 1-89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/30/93

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



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

FORM 1000 (REV. 1/88) P.I.A. © INDIUSIA

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

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

- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 723880 (REV. 1/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Write condolence letter to Claire Rottenberg..		HLZ	6/30/93	7/2/93	
2.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting..		HLZ	6/30/93	7/6/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE..		HLZ	4/29/93	7/6/93	
4.	Talk with MLM about the advisability of negotiating with JCCA for office space in New York..		HLZ	6/30/93	7/6/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant..		SHH	6/8/93	7/15/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update..		HLZ	5/19/93	7/31/93	
8.	With VFL, prepare G. Ratner to report on Lead Communities at board meeting..		HLZ	6/17/93	8/15/93	
9.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders..		HLZ	1/28/93	TBD	
10.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA..		HLZ	3/24/93	TBD	

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

Attendance

**Board Members:** David Arrow, Daniel Bader, Mandell Berman, Charles Bronfman, Gerald Cohen, John Colman, Neil Greenbaum, Mark Isiner, Seymour Martin Lipset, Morton Mandel, Matthew Maryles, Melvin Meriams, Charles Ratner, Esther Leah Ritz, Richard Scheuer, Ismar Schorsch, Isadora Twersky

**Consultants and staff:** Shulamith Elster, Seymour Fox, Eileen Godding, Robert Goodman, Robert Hirt, Annette Hohnstein, Stephen Hoffmann, Barry Holtz, Virginia Levi, James Meier, Arthur Napanstedt, Arthur Rotman, Barry Shrage, Jonathan Woocher, Shmuel Wygoda, Henry Zucker

I. Opening Remarks

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

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

ii. Monitoring in the Lead Communities

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

A. Rationale

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

The objectives of the project are as follows:

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

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

B. Content and Early Focus

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

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

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

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

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

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

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

2. What is the researcher's role?

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

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

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

4. How was entry into the communities negotiated?

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

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

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

C. Discussion

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

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

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

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

III. Concluding Comments

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



#### 4) Staff seminar

##### Desired outcomes:

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

Agenda: To be determined after the Simulation

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

##### Desired outcomes:

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

##### Agenda:

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

**MELTON  
RESEARCH  
CENTER**  
for Jewish Education

> r

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

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

RE:R

Shmuel - I tried to send this electronically via internet. I think it may not have worked. Let me know. The file was  
\*!\*!\*  
Board; i 1

Barry

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

## Memo

July 13, 1993

To: CJE Board

From: Dr. Barry W. Holtz

Re: Update—The Best Practices Project

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

### Documentation and Work in the Field

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

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

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

### The Steps in Documentation: First Iteration

Preliminary explorations: to determine with whom I should be meeting

Stage one: Meeting (or multiple meetings) with experts

Stage two: Refining of that meeting, leading to a guide for writing up the reports.

Stage three: Visiting the possible best practices sites by expert report writers

Stage four: Writing up reports by expert report writers

Stage five: Editing those reports

Stage six: Printing the edited version

Stage seven: "Advertising" and Distributing the edited version

### Next Steps

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

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

2) **Early childhood programs**

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

3) **JCCs**

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

4) **Day schools**

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

5) **College campus programming**

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

6) **Camping/youth programs**

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

7) **Adult education.**

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

8) **The Israel experience**

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

9) **Community-Wide initiatives**

Finally, I have recommended that we add a ninth area-- Community-Wide initiatives using JESNA's help. This refers to Jewish education improvement projects at the Federation or BJE level, particularly in the personnel or lay development area. Examples: the Providence BJE program for teacher accreditation; the Cleveland Fellows; projects with lay boards of synagogue schools run by a BJE; salary/benefits enhancement projects. This project would use JESNA's assistance could probably be launched rather quickly.

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

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

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

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

#### How can we spread the word?

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

DRAFT

July 19, 1993

Rabbi Rachel Gowan  
The Nathan Cummings Foundation  
1926 Broadway  
Suite 600  
New York, NY 10023

Dear Rachel,

I am writing on behalf of the Council for Initiatives in Jewish Education (CIJE) to report on the current status of the Cummings Foundation grant (ref. #4723) which was awarded to us beginning December, 1992.

As you know, I am the director of the CIJE Best Practices Project and therefore I am responsible for carrying out the project outlined in the grant. Let me describe the progress of the project up to this point:

As the CIJE has begun its work in the three Lead Communities (Atlanta, Baltimore and Milwaukee), one of the most exciting elements of our presentation, from the point of view of the three sites, has been the Best Practices Project. All of the communities believe that change is needed in their communities and all are hopeful that the Best Practices Project will give them insight into the ways that success might be achieved.

As you know the first focus of the project has been the supplementary school. The reasons for aiming our efforts in this direction are clear: a) the vast majority of Jewish children in America receive their Jewish education in the supplementary school; b) virtually everyone feels a need to improve the institution in significant ways; c) best practice in this area can point the way toward change and improvement. The idea of the project, as described in our grant proposal to the Cummings Foundation, was 1) to discuss the elements of successful supplementary schools with a group of experts; 2) send experts to visit examples of such successful practice; 3) write up those examples and then 4) to begin the process of introducing change into the three Lead Communities.

The grant called for completion of these elements by the conclusion of year one. I am happy to report that we have now been at work on this project for eight months and are moving forward in a steady and effective way.

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

Thanks once again for your support.

Warmest wishes,

((Dr.)) Barry W. Holtz

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## SUMMARY - MEETING WITH LAUREN AZOULAY

Tuesday, July 13, 1993

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

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

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

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

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

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

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

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

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

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

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

HLZ will deal with community development and with lay leadership.

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

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

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

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

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

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

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

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

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

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

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

- MEF
- Implementation of programs

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

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

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

DRAFT 6/28/93

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

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

Assignment

- |      |  |     |
|------|--|-----|
| I.   | Review minutes of June 16                          | VFL |
| II.  | Review assignments of June 16                      | VFL |
| III. | Aug. 26 Board Meeting                              |     |
|      | A. Contacts with campers                           |     |
|      | 1. Outline for Camper Calls                        |     |
|      | 2. Reassign SE's campers to BH                     |     |
|      | B. Memo re Ratner presentation (Attached)          |     |
|      | 1. Invitation/preparation of community lay leaders |     |
|      | 2. Invitation of community pros                    |     |
|      | C. Materials to be mailed in advance; timing       |     |
|      | D. Status of changes in board make-up              |     |
|      | 1. Gerald Cohen/Jay Davis                          |     |
|      | 2. Neil Greenbaum/Billie Gold                      |     |
|      | 3. Marvin Lender                                   |     |
|      | 4. Whose campers?                                  |     |
| IV.  | Other Upcoming Meetings                            |     |
|      | A. Staff Seminar - 7/18 in Jerusalem?              |     |
|      | B. Lead Community Seminar - 8/23-34 in Baltimore   |     |
|      | 1. Agenda  |     |
|      | 2. Scheduling of future meetings now               |     |
|      | 3. Staff planning session on 8/22?                 |     |

- V. SE memo on Senior Advisors SEE
- VI. Status reports on communities
  - A. Atlanta
  - B. Baltimore
  - C. Milwaukee
- VII. Schedule next telecon WEL
  - July 7, 9am
  - July 14, 9am

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 16, 1993

DATE MINUTES ISSUED: June 17, 1993

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

COPY TO: Morton L. Mandel, Annette Hochstein

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

assignment

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

assignment

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

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

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

II. Status Reports on Communities

A. Atlanta

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

Assignment

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

B. Baltimore

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

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

C. Milwaukee

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

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

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



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

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

D. Next joint seminar

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

III. August 26 Board Meeting

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

IV. Summer Staff Seminar

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

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



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73890 (REV. 1/88) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Conduct a needs assessment on leadership in the Lead Communities.		SE	6/16/93	6/25/93	
2.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/30/93	
3.	Brief David Teutsch, new CIJE board member.		SE	6/16/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer - done g. S. Martin Lipset ((with SF)) - done h. Matthew Maryles		SE	2/25/93	7/15/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with BH next steps on the Best Practice project.		SF	5/28/93	6/23/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		ST	5/24/93	6/23/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	6/24/93	7/15/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



- ASSIGNMENTS  
 ACTIVE PROJECTS  
 RAW MATERIAL  
 FUNCTIONAL SCHEDULE

70800 (REV. 1/85) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL, PAGES 10, 15  
FOR INSTRUCTIONS  
OF THE FORM FOR A FUNCTIONAL SCHEDULE

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RESCHEDULED DATE
1.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	6/25/93	
2.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		ARH	5/19/93	6/30/93	
3.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	6/30/93	
4.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	6/30/93	
5.	With VFL, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		ARH	5/19/93	6/30/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/1/93	
7.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
9.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	2/25/93	7/15/93	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

720000 (REV. 1/1988) PRINTED IN U.S.A.

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

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



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

73880 (REV. 1/83) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	8 HOFFMAN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Darrell Friedman about the importance of assigning someone full time to staff Baltimore project and related concerns about Baltimore's commitment. Propose 6/25 meeting with SF & AH in Jerusalem,		SHH	6/1/93	6/23/93	
2.	Call D. Sarnat for details on Jay Davis.		SHH	6/17/93	6/23/93	
3.	With HLZ, talk with MLM about the advisability of approaching Jesselsam family to partner with Jim Joseph grant..		SHH	6/8/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:		SHH	2/25/93	7/15/93	
5.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	5/19/93	7/15/93	
6.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
7.	Advise A. Hoffman about the CJF continuity commission and suggest an approach.		SHH	6/17/93	8/25/93	
8.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

38809 (REV. 1/89) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL, POLICY NO. 1.5  
FOR SCHEDULES AND THE COMPLETION  
OF THIS FUNCTIONAL SCHEDULE

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

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

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

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

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

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



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 7/89 REV. 1/89 (PRINTED) IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RESCHEDULED DATE
12.	Develop a communications program; internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	

- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

74980 (REV. 1/83) PRINTED IN U.S.A.

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

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



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

72390 (REV. 1/78) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED/STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/21/93	
2.	With VFL, draft a letter inviting M. Lender to serve on board.		HLZ	6/17/93	6/25/93	
3.	Schedule a meeting with Laetzel, Kofstall and Gershtman to discuss CIJE.		HLZ	4/29/93	6/30/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/30/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
8.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include GRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	

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

Date sent: 6/28/93 Time sent: 10:15 AM No. of Pages (incl. cover): 3

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

From: Ginny Levi

Phone Number: Phone Number:

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

Comments:

Dear Shmuel,  
Attached are:  
① Draft agenda for Wed. telecon  
② Memo of 6/23 to MALM re Ratner presentation  
③ Torah Umesorah letter + proposal.

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

PLEASE let me know soon. Thanks,  
Ginny

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

TO: Morton L. Mandel  
NAME  
DEPARTMENT/LOCATION

FROM: Virginia Levi  
NAME  
DEPARTMENT/LOCATION  
MPA, U.N. LO, a

DATE: 6/23/83  
REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

SUBJECT:

HLZ, Shulamith, and I had an opportunity to meet with Chuck Ratner on June 22 to discuss his presentation to the August 26 board meeting on Lead Communities. Chuck is happy to provide background and frame the discussion, but feels that the centerpiece of the discussion should be presentations by the leaders of the communities. The goal would be to engage the board members and lead community leadership in discussion and the sharing of views which could infuse the communities with energy and give our board the sense of concrete participation.

Attached is an outline of what we have proposed. Please let me know what you think. If you agree with this approach, I will draft letters to the lay and professional leaders of the three communities, inviting them to the meeting and explaining this approach.

CONFIDENTIAL

6/23/93

Proposal

LEAD COMMUNITIES PRESENTATION AT BOARD MEETING

Presenter: Chuck Ratner,, Chair Lead Communities Committee

Lay Leadership:

Atlanta: Bill Shatten

Baltimore: Eileen Vogelstein

Milwaukee: Louise Stein and Jane Gellman

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

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

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

Next Steps:

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

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

Date sent: *6/29* Time sent: *11:10* No. of Pages (incl. cover): *2*

To: Annette Horobstein, Seymour Fox,  
" Shmuel Wygodla  
Organization: From: Ginny Levi

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

Comments:

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

If there are any problems receiving  
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# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44110-01

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

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Florence Melten

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schersch

Isadore Twersky

Bennett Yanowitz

June 29., 1993

Mandell Berman  
29100 Northwestern Highway  
Southfield, MI 48304

Dear Bill:

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

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

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

*w/Max*

MORTON L. MANDEL ■ Chair



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

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

To: Annette Hochstein, Seymour Fox,  
Shmuel Wygoda  
Organization: From: Ginny Levi

Phone Number: Phone Number:

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

Comments:

Dear Friends,

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

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

Thanks for your quick feedback.

Ginny

P.S. All 3 communities know the August seminar will be on 8/23 & 24. ~~LAUREN~~ Lauren can be there by early afternoon + has made reservations.

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

~~DRAFT~~

Outline for Camper Notes for August 1993 Board Meeting

I. CIJE Organization and Staffing

A. Executive Director

B. Program Staff

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

2. New Staff

C. Respective roles of Jerusalem/Cleveland

1. Jerusalem

2. Cleveland

II. Lead Communities - Update

(refer to Talking Points -6/93))

A. Atlanta - Commission to meet in August

Bill Shatten as Chair

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

B. Baltimore - Official launch in September

Eileen Vogelstein as Co-chair

Chaim Botwinick and Nancy Kutler will staff the commission

C. Milwaukee - Launched

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

Commission and Steering Committee appointed and have been meeting

Louise Stein and Jane Gallman - active Co-chairs

Educators Survey ■ completed

Educational Leadership Survey under way

June 22,, 1993

Talking Points on the Lead Communities Project 6/93

1. The project and CIJE - Why?

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

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

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

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

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

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

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

Lead Communities will demonstrate how:

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

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

- Leadership will develop and articulate a vision of where the community wants to be, what it wants to achieve.

Individual institutions or groups of institutions (e.g. Conservative synagogues, educators, rabbis, lay leaders and parents) will articulate specific educational goals.

- These activities will create much debate and ferment in the community, will focus the work of the communities, and will demand that communities face complex dilemmas and choices.
- The Institutions of Higher Jewish Learning, the denominations, and the national organizations will join in this effort.

4. Enabling Options ■ the Key Elements

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

5, The Three Lead Communities Background

Atlanta

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

Baltimore

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

## Milwaukee

With a population of 28,000, Milwaukee has four day schools in addition to an array of camps and pre-school opportunities. Community strengths include the centrality of the federation, the availability of activities not only for children but also for adults, and coordination of teen programming. The cost of Jewish education is a central issue in a community where average incomes are relatively low. The community must also contend with a shortage of trained personnel and a 15% decline in campaign income over the last three years. A Jewish Education Task Force was established in July 1991 and developed a plan for refocussing the Central Agency for Jewish Education. For many years Milwaukee has taken the lead in putting Jewish education high on its communal agenda and funding it accordingly.

## 6 Community Updates: What is happening

### Milwaukee

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

1. Personnel ■ on a two year time line

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

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

Market analysis )

Needs analysis ) --- Fall '93

following plan outline )

e. Fund Development - beginning November '93 '93

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

### Baltimore

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

b. CAJE will establish a CIJE committee -- July 11, 1993. Eileen  
Vogelstein will be one of the two Co-chairs.



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

Atlanta

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

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

7. The Goals Project and Vision

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

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Council for Initiatives  
in  
Jewish Education

Date sent:                      Time sent:                      No. of Pages (incl. cover):  
To: Annette Hochstein, Seymour Fox, Fox,      From: Ginny Levi  
    Samuel Wygoda  
Organization:  
Phone Number:                      Phone Number:  
Fax Number: 0119722 619 9951      Fax Number: (216) 391-5480  
Comments:

AMERICAN JEWISH  
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Attached ~~OKAULC~~ :

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

Ginny

# MEMORANDUM

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

**FROM:** Shulamith Elster

**RE:** CIJE Senior Advisors

**DATE:** June 4, 1993 4, 1993

---

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

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

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

I look forward to our discussion at a future telecon.

DRAFT 6/14/93

i

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

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

	<u>Assignment</u>
i. Review minutes June 8	VFL
ii. Review assignments of June 8	VFL
iii. Status reports on communities	
A. Atlanta	
1. Conversation with D, Sammit	SSH
2. Staffing issues	
3. Other	
B. Baltimore	
1. Staffing issues	
2. Other	
C. Milwaukee	
1. Reactions to Pekarsky memo	
2. Status of principals survey	AH
3. Other	
D. Next joint meeting	AH/VFL
1. When	
2. Where	
3. Agenda	
4. Scheduling of future meetings now	

IV. Aug. 26 Board Meeting

A. Proposed agenda

B. Contacts with campers

C. Lainer camper report

D. Materials to be mailed in advance; timing

V. Summer Staff Seminar

AM

VI. Discuss SE memo on Seminar Advisors

SE

VII. Schedule next telecon

VFL

June 23 or 24 at 9 am?

June 30 at 9am?



if it's possible to do so.

WB is responsible for it.

SE's definition of a white paper  
 ACN to David GL. imhd 2  
 ebn:

**DRAFT**

**CIJE BOARD MEETING**

**AGENDA**

**Executive Committee**

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

**CIJE Board Meetings**

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

\* A. Mott will pick up the topics of staffing and of the role of CIJE in funding in his opening remarks.

B. Mott will pick up the topic of staffing in his opening remarks.

C. The suggested roles of committee chairs are O.K. at the meeting.

D. EL Ritz to introduce Gamoran & Goldring, F Colman to introduce B. Holtz.



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

Date sent: \_\_\_\_\_ Time sent: \_\_\_\_\_ No. of Pages (incl. cover): **16**  
To: Annette Hochstein, Seymour Fox, \_\_\_\_\_ From: **Ginny Levi**  
Shmuel Wygoda  
Organization: \_\_\_\_\_  
Phone Number: \_\_\_\_\_ Phone Number: \_\_\_\_\_  
Fax Number: 0119722 619 951 Fax Number (216) 391-5430

Comments:

Dear Team,  
Enclosed are the minutes + assignments from yesterday's telecon.

\* Art Napanatch wonders if he could talk with St about the Shema Fundraising on Sunday, 9 or 10 am Cleveland time. Please let me know if this works, if so the exact time of the call #1 + whether Art should call Seymour (phone #) or Seymour will call Art (216-368-6947).

Thanks,  
Ginny

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

MEMO TO: Shulamith Elster, Seymour Fox, Annette Honstein, Stephen Hoffman,  
Barry Holtz, Morton L. Matz, Shmuel W. Gogoda, Henry L. Zucker

FROM: Virginia F. Levi *VFL*

DATE: June 9, 1993

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

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

MINUTES: CUE Staff Teleconference

DATE OF MEETING: June 8, 1993

DATE MINUTES ISSUED: June 9, 1993

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

COPY TO: Morton L. Mandel, Barry Hobbetz

T Two minutes and 10 seconds from the meeting of July 28, 1993.

II. status Reports on communities

A. Atlanta

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

Assignment

B. Baltimore

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

Assignment

- SHH will now talk with Darrell Friedman about our concern that the Lead Community project is secondary to the strategic planning process and that the project really needs a staff member devoted full time to moving it forward. In that conversation, SHH will propose a meeting on June 25 of himself and Darrell Friedman with SF and AH in Jerusalem.
2. It was reported that Baltimore has appointed Eileen Voglestein to chair their commission on Jewish continuity. She has expressed a strong interest in moving the project forward.

C. Milwaukee

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

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

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

III. Next Joint Meeting

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

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

IV. CIJE/CRB Relationship

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

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

V. Developments with Denominations

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

VI. CAJE

Assignment

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

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

VII. Miscellaneous

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

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

Assignment

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

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

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

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

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



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 79899 (REV. 1/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, discuss next steps on the Best Practice project.		SF	5/28/93	6/15/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	6/20/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset ((with SE)) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENT		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/8/93

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



- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 73899 (REV. 1/89) PRINTED IN U.S.A.

<b>FUNCTION</b>	CIJE STEERING COMMITTEE		
<b>SUBJECT/OBJECTIVE</b>	HOLTZ ASSIGNMENTS		
<b>ORIGINATOR/PROJECT LEADER</b>	VFL	<b>DATE</b>	6/8/93

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



- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

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

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

FUNCTION		CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE		KLEIN ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/1/93

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





- ASSIGNMENTS  
 ACTIVE PROJECTS  
 RAW MATERIAL  
 FUNCTIONAL SCHEDULE

73200 (REV 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

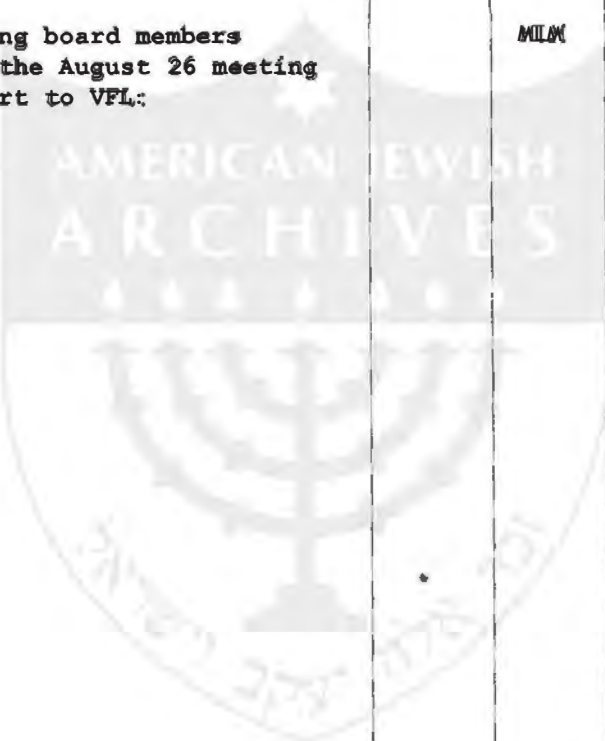
DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange a meeting with Ann Klein, Paul Moracco, and Barry Reis to flesh out first draft of CIJE budget..		VFL	5/19/93	6/10/93	
2.	Get memo on Milwaukee trip from D. Pekarsky and distribute..		VFL	6/8/93	6/10/93	
3.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings..		VFL	4/7/93	6/15/93	
4.	With AH, develop a functional schedule for keeping Board and Executive Committee members informed..		VFL	5/19/93	6/15/93	
5.	Check with Lead Communities on date for next joint meeting..		VFL	6/8/93	6/16/93	
6.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph..		VFL	5/19/93	6/22/93	
7.	With AH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/25/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart..		VFL	5/19/93	7/01/93	
9.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect..		VFL	4/7/93	10/1/93	
10.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations..		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community..		VFL	4/7/93	TBD	

- ASSIGNMENTS
  - ACTIVE PROJECTS
  - RAW MATERIAL
  - FUNCTIONAL SCHEDULE
- 73-190 (REV. 6/83) PRINTED IN U.S.A.

FUNCTION	GIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	MANDEL ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/11/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee..		MLM	4/7/1993	6/30/1993	
2.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kfaar and Corky Goodman.		MLM	5/11/9/1993	6/30/1993	
3.	<p>Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> <li>a. Charles Bronfman</li> <li>b. Max Fisher</li> <li>c. Lester Pollack</li> <li>d. Richard Scheuer</li> </ul>		MLM	2/25/93	7/15/1993	





- ASSIGNMENTS
- ACTIVE PROJECTS
- RAW MATERIAL
- FUNCTIONAL SCHEDULE

7-8992 (REV. 1-89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUKE DATE	COMPLETED OR RENEWED DATE
1.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/15/93	
2.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
3.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
4.	Clarify with AJN what Jim Joseph Fink means by "partners" for their grant.		HLZ	6/8/93	6/15/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crowe, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	

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

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

To: Annette Hochstein, Seymour Fox,  
Shmuel Wygoda  
Organization: From: Ginny Levi

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

Comments:

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



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

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

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