



THE JACOB RADER MARCUS CENTER OF THE  
**AMERICAN JEWISH ARCHIVES**

**MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.**

Series C: Council for Initiatives in Jewish Education (CIJE). 1988–2003.

Subseries 1: Meetings, 1990–1998.

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Box  
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Folder  
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Barth, Karen. Meeting. 12 June 1998, 1998.

Pages from this file are restricted and are not available online. Please  
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LP/KAB  
6/12/98

1. Board & Chairman's Council #1
2. Audit #2
3. Follow-up items
  - Peter May
  - Lee Hendler
4. Next Year's Workplan #3
5. Forum/PR
6. Office Study with Susan Cane
7. Pre-GA Program #4
8. GA



#1



# **CIJE STRATEGIC PLAN**

**CHAIRMAN'S COUNCIL**  
**JUNE 11, 1998**

# **OUR STRATEGIC QUESTIONS?**

WHAT IS GREAT JEWISH EDUCATION?

WHAT DOES IT TAKE TO CREATE PLACES WHERE  
GREAT JEWISH EDUCATION HAPPENS?

WHAT SHOULD BE CIJE'S ROLE IN HELPING TO  
CREATE MORE OF SUCH PLACES?

# THE PLANNING PROCESS

QUESTIONS	What is great Jewish education?	What does it take to create it?	What should be CIJE's role?
PLANNING ACTIVITIES	<p>100 Interviews</p> <p>Workshops</p>	<p>Lessons learned</p> <p>Literature Reviews</p> <p>Interviews</p> <p>Workshops</p>	<p>Map of existing efforts</p> <p>Staff &amp; Board discussions</p>

## **CIJE VISION OF GREAT JEWISH EDUCATION**

- **Vision at the heart**
- **Learning -- a means and an end**
- **Powerful learning:**
  - **Experiential**
  - **Interactive**
- **Great education institutions as learning**
- **Centralizing communities of Jewish texts and ideas**



# INSTITUTIONAL LEVERAGE POINTS

## Leadership

Lay and professional leaders who are inspiring and skilled change agents

## Vision

An “infrastructure” of ideas and models that leaders can draw upon

## Change Process

A methodology and assistance to help institutions through the process of change

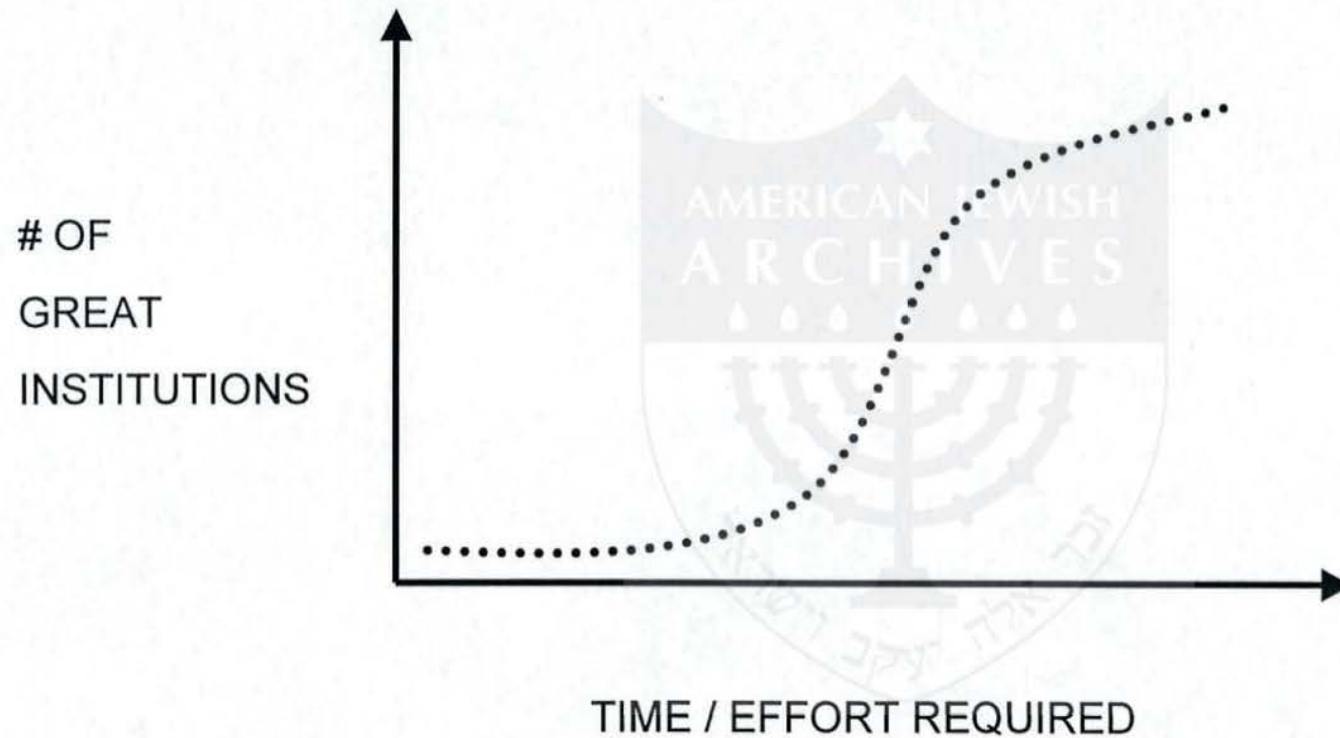
## Skills

An opportunity to train or retrain the people who actually do the work

## Funding

Sufficient funding to make the above possible

# THE INNOVATION S-CURVE



## **ENABLING CONDITIONS TO SUPPORT THE DEVELOPMENT OF QUALITY INSTITUTIONAL CHANGE**

- **Strong community support**
- **Talented, well-trained lay & professional leadership**
- **Well-trained educators at all levels**
- **Inspirational rabbis who see education as integral to  
their work**

## **LEADERSHIP DEVELOPMENT**

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**OBJECTIVE:** Recruit and develop senior leaders for Jewish education

**CONCEPT:** An organization with four closely-linked functions

- planning for senior personnel needs
- recruiting
- training and development (in-service)
- placement

**Target groups include:**

- professionals (current and potential)
- lay leaders (current and potential)

## **CONSULTING**

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A “by invitation” network of consultants qualified to work on transformation of Jewish education institutions.

### **CIJE SERVICES WOULD INCLUDE:**

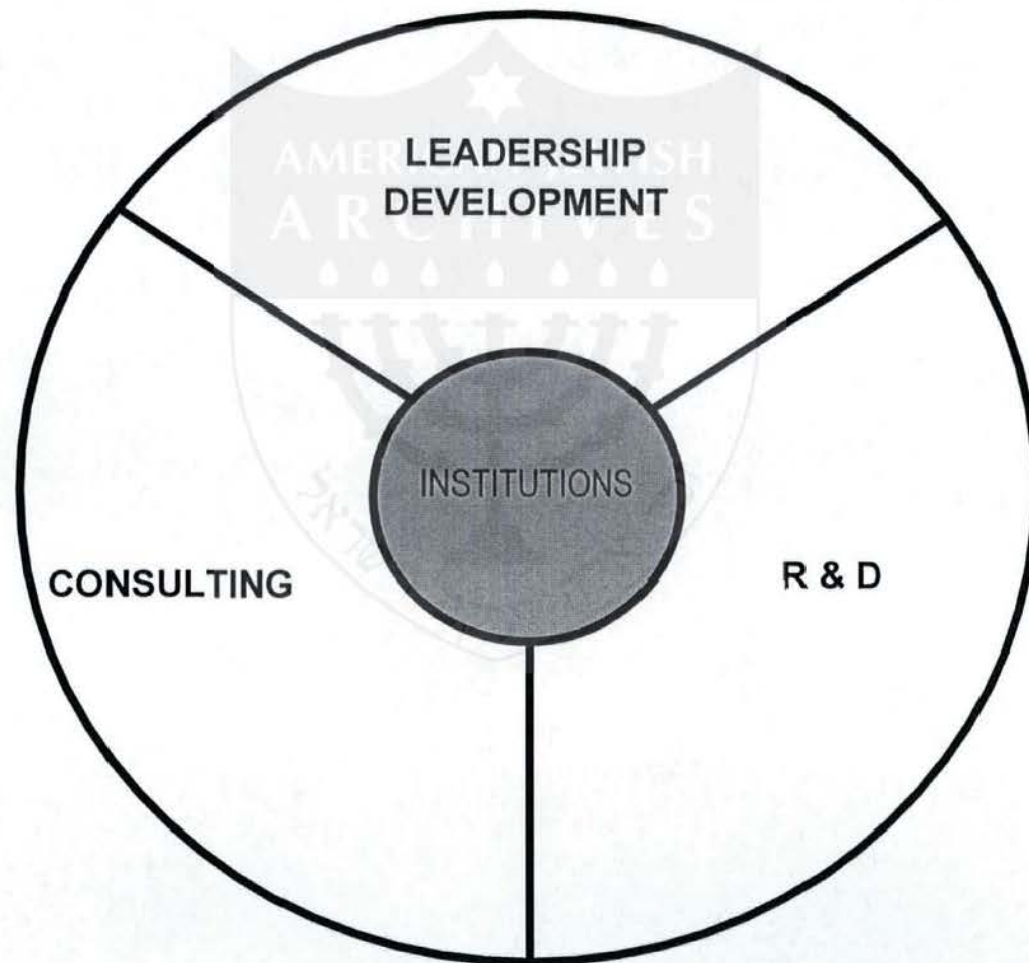
- Matching service between consultants and projects
- Help developing advisory boards
- Library of tools and ideas
- Courses and conferences for consultants
- Peer review process

## **R & D**

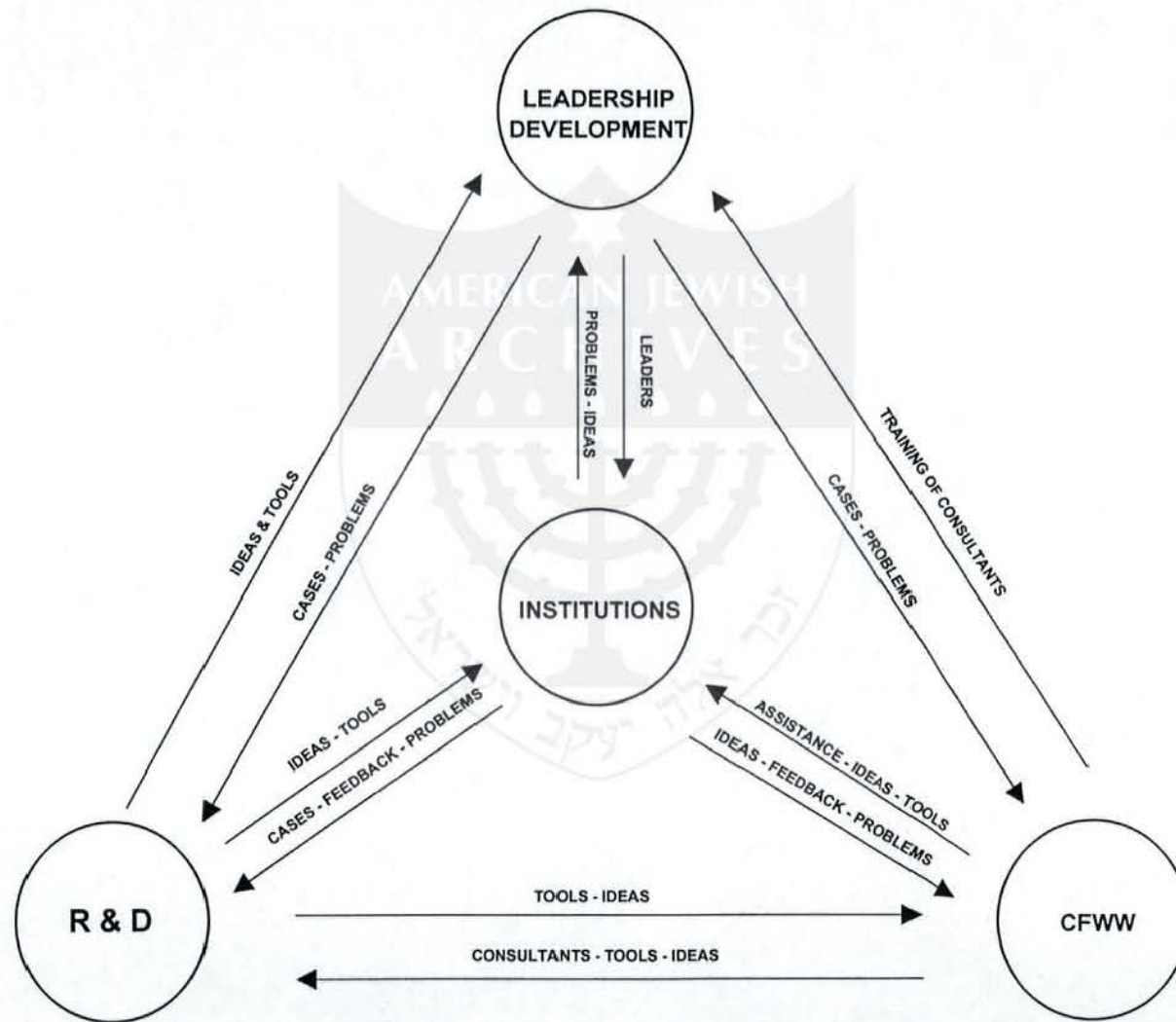
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- Support or conduct research and consultations on key issues in Jewish Education
- Producing publication briefs
- Create materials and providing faculty for training programs
- Run conferences on topics critical to our work
- Test and model ideas in selected field sites

# OUR STRATEGIC INITIATIVES



# STRATEGIC INTEGRATION/SYNERGIES



## **NEAR TERM OBJECTIVES**

- **Develop a approach for recruiting, training and placement of professional and lay leadership for Jewish education and a plan to roll it out the model nationally**
- **Begin to create models of excellence in Jewish educational institutions and in the local infrastructure that supports them**
- **Create high-quality consulting capacity for Jewish education that can assist in the transformation of Jewish educational institutions**
- **Impact the ideas, perspectives, skills and priorities of at least 200 lay and professional leaders in North America**
- **Do the above in a manner that will allow the results to be measured and used as a foundation for broad-based improvements in the system of Jewish education in North America**

## CIJE/CAPE Leadership Seminar

## OBJECTIVES:

- To help participants develop a better ability to define and express their own personal Jewish educational vision and translate it into action.
- For participants to develop a deeper and more powerful connection to being part of a leadership cadre committed to Cleveland's Jewish education agenda.

## BASIC PROGRAM OUTLINE:

## Leadership in Times of Change

What is the nature of the changes?

- Trends in contemporary Jewry
- Key issues in Jewish education
- Why focus on Jewish Education

What constitutes a great change leader?

- Leadership vision in Jewish education
- Text-sites → Historical leadership
- Visit great Jewish educational institutions and meet their leaders

What are specific tools to deal with policy issues?

- Policy tools
- A policy case

# PRELIMINARY SEMINAR DRAFT:

Tuesday 11/10/98	Wednesday 11/11/98	Thursday 11/12/98	Friday 11/13/98	Saturday 11/14/98	Sunday 11/15/98	Monday 11/16/98
Dinner Welcome Introduction – Trends in Contemporary Jewish Education – an interactive lecture	<u>LEADERSHIP</u>  - Look at historical Jewish leadership (using text)  - Site visit – focus on historical leadership figure  - Site visit – focus on contemporary leadership figure	<u>EDUCATIONAL VISION</u>  - Educational vision (text study) (discussion)  - Noted Educator to share educational vision  - Discussion with participants – reactions, responses, reflections  - Site visits to educational institutions to illuminate how vision becomes reality	<u>INSPIRATIONAL ACTIVITY</u>  To include: • Outdoors/ Nature • Text study • Leadership • Vision • Great Education • Identity	Provide suggestions for synagogue options w/descriptions   SHABBAT LUNCH FOR GROUP  Walking tour or free time  SEUDA SHLISHIT (THIRD MEAL) w/learning	<u>EDUCATIONAL VISION</u> (CONTINUED)  - More Vision Sites & Examples  <u>POLICY &amp; ACTION</u>  - Framing Interactive lecture  - Visit SEL (School for Educational Leadership) meet with students & grads  - Meeting w/ Lay people	<i>WHAT DOES IT MEAN FOR OUR COMMUNITIES?</i>  (Translate what we've learned into action plans to take home)  Lunch Evaluation Wrap- up
	- Sum-up – Meet with Israeli Jewish educational leaders	Related Cultural Activity	SHABBAT DINNER FOR GROUP			

## SEMINAR BASICS AND LOGISTICS:

- Pre-seminar meeting for registered participants in October 1998 in Cleveland.
- Seminar begins with dinner on Tuesday, November 10.
- Seminar concludes with lunch on Monday, November 16.
- Plan is for participants to stay at the Moriah Hotel, 39 Keren Hayesod Street, Jerusalem.
- Fees – see chart below.
- Seminar hotel reservations to be handled through GA registration.

Fees:

	Pay to GA Registration (Hotel, Airfare from NY area, Registration)	Hotel Extension November 10-16 (6 nights)	TOTAL AMOUNT PAID DIRECTLY TO GA	Seminar program & meals to be paid to Cleveland coordinator	Total Cost*
Twin (per person) based on double occupancy	\$1560	6 x \$75 = \$450	<b>\$2010</b>	\$900	\$2910
Single	\$1780	6 x \$130 = \$780	<b>\$2560</b>	\$900	\$3460

\*Based on using GA travel package and Moriah Hotel and El Al from Newark or JFK. See GA packet for forms and other details.

