



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  
19

Folder  
12

Board of Directors. 21 April 1994. Board correspondence,  
March 1994-June 1994.

For more information on this collection, please see the finding aid on the  
American Jewish Archives website.

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SENT:

- 1- Ex. Com
- 1- Bd. Com
- 1- POSTCARD

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101

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

## *Chair*

Morton Mandel

## *Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

March 7, 1994

## *Honorary Chair*

Max Fisher

## *Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

Thomas Hausdorff

David Hirschhorn

Gershon Kekst

Henry Koschitzky

Mark Lainer

Norman Lamm

Marvin Lender

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

4/21 - BdMem

## *Executive Director*

Alan Hoffmann

Mr. David Arnow

Swig, Weiler & Arnow Mgmt. Co.

1114 Avenue of the Americas

New York, NY 10036

Dear David:

The next meeting of the CIJE Board of Directors and Executive Committee is scheduled for Thursday, April 21 in New York City, 9:30 am to 3:30 pm. We will inform you of the specific location closer to the date of the meeting.

The CIJE has made significant progress on a number of fronts, and you will hear about this at the meeting.

We are now ready to establish standing committees of the Board. These will become the "mechanism" for Board members to participate in policy making. The four committees are: Personnel, Community Development, Content, and Research. The initial meeting of these committees will take place during the morning of our April Board meeting. I would be very pleased if you would serve on the Research Committee.

Please complete and return the enclosed reply card informing us of your plans. I look forward to seeing you at the April Board Meeting and send my warmest personal regards.

MORTON L. MANDEL -- Chair



# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101

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

## *Chair*

Morton Mandel

## *Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

March 4, 1994

## *Honorary Chair*

Max Fisher

Mr. John Colman

4 Briar Lane

Glencoe, IL 60022

## *Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

Thomas Hausdorff

David Hirschhorn

Gershon Kekst

Henry Koschitzky

Mark Lainer

Norman Lamm

Marvin Lender

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

421 - Exec.Com

Dear John:

The next meeting of the CIJE Board of Directors and Executive Committee is scheduled for Thursday, April 21 in New York City, 8:30 am to 3:30 pm. (The Executive Committee meeting set for 8:30 am replaces the meeting previously scheduled for 6:00 pm on April 20.) We will inform you of the specific location closer to the date of the meeting.

The CIJE has made significant progress on a number of fronts, and you will hear about this at the meeting.

We are now ready to establish standing committees of the Board. These will become the "mechanism" for Board members to participate in policy making. The four committees are: Personnel, Community Development, Content, and Research. The first meeting of these committees will take place during the morning of our April Board meeting. I would be very pleased if you would serve as the Content Committee Chairperson.

Please complete and return the enclosed reply card informing us of your plans. I look forward to seeing you at the April Board Meeting and send my warmest personal regards.

MORTON L. MANDEL -- Chair

*Executive Director*

Alan Hoffmann



\_\_\_\_\_ I plan to attend the CIJE Executive Committee and Board meetings at 8:30 a.m.-3:30 p.m. on April 21.

\_\_\_\_\_ Sorry, I am unable to attend.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Fax

Please respond by April 8, 1994.

AMERICAN JEWISH  
ARCHIVES



\_\_\_\_\_ I plan to attend the CIJE Board of Directors  
meeting at 9:30 a.m.-3:30 p.m. on April 21, 1994.

\_\_\_\_\_ Sorry, I am unable to attend.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Fax

Please respond by April 8, 1994.

AMERICAN JEWISH  
ARCHIVES



Morton L. Mandel  
Council for Initiatives in  
Jewish Education  
P. O. Box 94553  
Cleveland, Ohio 44101





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Rabbi Robert Hirt  
Yeshiva University  
500 West 185th Street  
New York, NY 10033

*Honorary Chair*

Max Fisher

Dear Bob:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

We are pleased to advise you that, under the direction of Alan Hoffmann and our full time staff, the CIJE has made significant progress on a number of fronts. We are now ready to establish standing committees of the Board, which will become settings for reviewing and reconsidering policy. The four committees are: Building the Profession, Community Development, Content, and Research. We hope that you will consider serving on the Building the Profession Committee.

The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

*Honorary Chair*

Max Fisher

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
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Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

Ms. Louise Stein  
2510 West Dean Road  
Milwaukee, WI 53202

Dear Louise:

We are pleased to advise you that, under the direction of Alan Hoffmann and our full time staff, the CIJE has made significant progress on a number of fronts. We are now ready to establish standing committees of the Board, which will become settings for reviewing and reconsidering policy. The four committees are: Building the Profession, Community Development, Content, and Research. We hope that you will consider serving on the Building the Profession Committee.

The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

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MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Dr. William Schatten  
3280 Howell Mill Road  
Atlanta, GA 30327

*Honorary Chair*

Max Fisher

Dear Bill:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

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The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann



*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

Ms. Ilene Vogelstein  
3700 Breton Way  
Baltimore, MD 21208

*Honorary Chair*

Max Fisher

Dear Ilene:

*Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

Thomas Hausdorff

David Hirschhorn

Gershon Kekst

Henry Koschitsky

Mark Lainer

Norman Lamm

Marvin Lender

Norman Lipoff

Seymour Martin Lipset

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Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

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The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Jane Gellman  
3535 N. Summit  
Milwaukee, WI 53211

*Honorary Chair*

Max Fisher

Dear Jane:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

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The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Martin Kraar  
Council of Jewish Federations  
730 Broadway  
New York, NY 10003

*Honorary Chair*

Max Fisher

Dear Marty:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
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David Teutsch  
Isadore Twersky  
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The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

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MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Genine Fidler  
8009 Melody Lane  
Baltimore, MD 21208

*Honorary Chair*

Max Fisher

Dear Genine:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

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The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

Jonathan Woocher

JESNA

730 Broadway

New York, NY 10003-9450

*Honorary Chair*

Max Fisher

Dear Jon:

*Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

Thomas Hausdorff

David Hirschhorn

Gershon Kekst

Henry Koschitsky

Mark Lainer

Norman Lamm

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Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

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The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann





*Chair*

Morton Mandel

March 29, 1994

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Arthur Rotman  
JCCA  
15 E. 26th Street, 10th Floor  
New York, NY 10010-1579

*Honorary Chair*

Max Fisher

Dear Art:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
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Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

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Please complete and return the enclosed reply card informing us of your plans. I hope to see you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

Encl.

*Executive Director*

Alan Hoffmann



## INTEROFFICE MEMO

TO: Ellen Goldring - 615-343-7094-ok  
Ginny Levi  
Richard Shatten

FROM: Teddy Davis

DATE: March 30, 1994

SUBJECT: CIJE BOARD OF DIRECTORS MEETING  
NEW YORK - APRIL 19-21, 1994

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Hotel reservations have been made and confirmed for you as follows:

IN: 19/April Gtd. Late Arrival  
OUT: 21/April

THE ROGER SMITH HOTEL  
501 LEXINGTON AVENUE AT 47TH STREET  
NEW YORK, NY

PHONE: 212-755-1400  
FAX: 212-319-9130

THEY ALSO HAVE AN 800 NUMBER: 1-800-445-0277

WE HAVE AN ARRANGEMENT WITH THE ROGER SMITH FOR ROOM AND BREAKFAST AT THE RATE OF \$135/NITE. NO TAX.

YOU ARE RESPONSIBLE TO PAY FOR YOUR ROOM AND INCIDENTALS UPON YOUR DEPARTURE AND WILL BE REIMBURSED WITH YOUR RECEIPTS ON YOUR TRAVEL EXPENSE FORMS.

IF THERE ARE ANY CHANGES, PLEASE LET ME KNOW.



*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

*Honorary Chair*

Max Fisher

TO: CIJE Board of Directors  
FROM: Alan D. Hoffmann  
DATE: April 5, 1994  
SUBJECT: APRIL 21, 1994 - BOARD OF DIRECTORS MEETING

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

I look forward to seeing you at the CIJE Board later this month.  
The meeting will take place at:

CUNY Graduate Center  
33 W. 42nd Street  
Seventeenth Floor  
New York, New York

Please note that this is a change from the location at which we usually hold our meetings.

*Reminder: Please plan to arrive by 9:30 a.m. The Board meeting will begin promptly at 10:00 a.m. and will conclude by 3:30 p.m.*

We look forward to a full and stimulating day. At the 10:00 a.m. session, Dr. Barry Kosmin, Director of Research for CJF and Director of the North American Jewish Data Bank will speak on the various interpretations of the National Jewish Population Survey and their implications for Jewish education. This will be followed by the first meetings of our new committees and will conclude with a meeting of the full Board. Background materials will be sent to you in a few days.

If you have not already done so, please return your reply card indicating your attendance plans.

*Executive Director*

Alan Hoffmann



*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold  
 Matthew Maryles  
 Lester Pollack  
 Maynard Wishner

*Honorary Chair*

Max Fisher

TO: Genine Fidler  
 FROM: Alan D. Hoffmann  
 DATE: April 5, 1994  
 SUBJECT: APRIL 21, 1994 - BOARD OF DIRECTORS MEETING

*Board*

David Arnow  
 Daniel Bader  
 Mandell Berman  
 Charles Bronfman  
 Gerald Cohen  
 John Colman  
 Maurice Corson  
 Susan Crown  
 Jay Davis  
 Irwin Field  
 Charles Goodman  
 Alfred Gottschalk  
 Neil Greenbaum  
 Thomas Hausdorff  
 David Hirschhorn  
 Gershon Kekst  
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 Seventeenth Floor  
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*Executive Director*

Alan Hoffmann



# CIJE

Council  
for  
Initiatives  
in  
Jewish  
Education

*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

*Honorary Chair*

Max Fisher

TO: CIJE Executive Committee

FROM: Alan D. Hoffmann

DATE: April 5, 1994

SUBJECT: APRIL 21, 1994 - BOARD OF DIRECTORS MEETING

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

I look forward to seeing you at the upcoming CIJE Executive Committee and Board meetings. The meetings will take place at:

CUNY Graduate Center  
33 W. 42nd Street  
Room 202 (Second Floor)  
New York, New York

Please note that this is a change from the location at which we usually hold our meetings.

*Reminder:* The Executive Committee meeting will begin promptly at 8:30 a.m. The Board meeting will conclude by 3:30 p.m.

We look forward to a full and stimulating day. At the 10:00 a.m. session, Dr. Barry Kosmin, Director of Research for CJF and Director of the North American Jewish Data Bank will speak on the various interpretations of the National Jewish Population Survey and their implications for Jewish education. This will be followed by the first meetings of our new committees and will conclude with a meeting of the full Board. Background materials will be sent to you in a few days.

If you have not already done so, please return your reply card indicating your attendance plans.

*Executive Director*

Alan Hoffmann



TO: Richard A. Shatten  
FROM: Alan D. Hoffmann  
DATE: April 5, 1994  
SUBJECT: APRIL 21, 1994 - BOARD OF DIRECTORS MEETING

---

I look forward to seeing you at the upcoming CIJE Executive Committee and Board meetings. The meetings will take place at:

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Please note that this is a change from the location at which we usually hold our meetings.

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If you have not already done so, please return your reply card indicating your attendance plans.

*Chair*  
Morton Mandel

April 7, 1994

*Vice Chairs*  
Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

Rabbi Joshua Fishman  
Torah Unesorah  
160 Broadway  
New York, NY 10038

*Honorary Chair*  
Max Fisher

Dear Joshua:

We are pleased to advise you that, under the direction of Alan Hoffmann and our full time staff, the CIJE has made significant progress on a number of fronts. We are now ready to establish standing committees of the Board, which will become settings for reviewing and reconsidering policy. The four committees are: Building the Profession, Community Development, Content, and Research. We hope that you will consider serving on the Research Committee.

*Board*  
David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
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Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

The first meetings of these committees are scheduled for April 21. The CIJE Board will be meeting on the same day. We invite you to be our guest at the full Board meeting. We will gather at 9:30 am, spend the morning in committees and the afternoon with the Board, and conclude by 3:30 pm on Thursday, April 21 in New York City. If you can come, we will inform you of the specific location closer to the date of the meeting.

Looking forward to seeing you at the April meeting and send my warmest personal regards.

MORTON L. MANDEL, CHAIR

*Executive Director*  
Alan Hoffmann



To: CIJE Committee on Research and Evaluation

From: Esther Leah Ritz, Chair

Date: April 11, 1994

Subject: Committee Meeting, Thursday, April 21

In conjunction with the next meeting of the Board of Directors of CIJE, the Committee on Research and Evaluation will hold its first formal meeting immediately following the 10:00 a.m. plenary session of the Board.

Enclosed is a memorandum which will serve as the basis of our discussion at this meeting. We will be joined by Dr. Ellen Goldring, a consultant and co-director of the Monitoring, Evaluation and Feedback project of CIJE, who will staff this meeting. If you have any questions prior to the meeting, please feel free to contact Ellen at 615-322-8037 or Dr. Adam Gamoran, who shares responsibility for MEF, at 608-263-7829.

I look forward to seeing you on April 21.



*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

To: CIJE Board of Directors and Guests

From: Morton L. Mandel, Chair

Date: April 11, 1994

*Honorary Chair*

Max Fisher

Subject: Meeting of April 21, 1994

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
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Irwin Field  
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Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

Preparations for the CIJE Board of Directors meeting are complete and we look forward to a stimulating day. The schedule of the day is as follows:

- 9:30 am Registration and light refreshments
- 10:00 am Board Plenary Session I - Speaker: Dr. Barry Kosmin
- 11:15 am Individual Committee Meetings
- 1:30 pm Board Plenary Session II
- 3:30 pm Conclusion

As noted earlier, these meetings will take place at the CUNY Graduate Center, 33 West 42nd Street, New York City, Room 17B. When you leave the elevator on the 17th floor, you will be directed to the Board meeting.

Enclosed for your review prior to our meeting are the following documents:

1. CIJE Update
2. Materials relating to your committee assignment
3. Minutes of the Board meeting of August 26, 1993

I look forward to seeing you on April 21.

*Executive Director*

Alan Hoffmann



*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

To: CIJE Executive Committee Members

From: Morton L. Mandel, Chair

Date: April 11, 1994

*Honorary Chair*

Max Fisher

Subject: Meetings of April 21, 1994

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
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Henry Koschitsky  
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Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merlans  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

Preparations for the CIJE Executive Committee and Board meetings are complete and we look forward to a stimulating day. The schedule of the day is as follows:

8:30 am	Executive Committee Meeting
10:00 am	Board Plenary Session I - Speaker: Dr. Barry Kosmin
11:15 am	Individual Committee Meetings
1:30 pm	Board Plenary Session II
3:30 pm	Conclusion

As noted earlier, these meetings will take place at the CUNY Graduate Center, 33 West 42nd Street, New York City. The 8:30 Executive Committee meeting will be held in Room 202. You will be directed from there to the Board meetings.

Enclosed for your review prior to our meetings are the following documents:

1. CIJE Update
2. Materials relating to your committee assignment
3. Minutes of the Executive Committee and Board meetings of August 26, 1993

I look forward to seeing you on April 21.

*Executive Director*

Alan Hoffmann

*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

*Honorary Chair*

Max Fisher

*Board*

David Arnow  
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Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

*Executive Director*

Alan Hoffmann

To: Those unable to attend the April 21, 1994 CIJE Board of Directors meeting

From: Morton L. Mandel, Chair

Date: April 11, 1994

Subject: Meeting Materials

I am sorry that you will be unable to attend the CIJE Board of Directors meeting scheduled for April 21, 1994. Preparations for the meeting are complete and we look forward to a stimulating day.

For your information, the schedule of the day is as follows:

10:00 am Board Plenary Session I - Speaker: Dr. Barry Kosmin

11:15 am Individual Committee Meetings

1:30 pm Board Plenary Session II

3:30 pm Conclusion

We thought you would like to see the materials which have been prepared for the meeting. Enclosed are the following documents:

1. CIJE Update
2. Materials relating to your committee assignment
3. Minutes of the Board meeting of August 26, 1993

Warmest regards, and I hope to see you one day soon.





*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

*Honorary Chair*

Max Fisher

*Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

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Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

TO: CIJE Committee on Community Mobilization

FROM: Charles Ratner

DATE: April 11, 1994

SUBJECT: Committee Meeting, Thursday, April 21

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In conjunction with the next meeting of the Board of Directors of CIJE, the Committee on Community Mobilization will hold its first formal meeting immediately following the 10:00 a.m. plenary session of the Board.

Enclosed is a document which will serve as the basis for our discussion at this meeting. At this first meeting we will also discuss our committee's method of operation and its scope.

Alan Hoffmann will staff our committee and you should feel free to contact him at 212-532-2360 with any comments or questions.

I look forward to seeing you on April 21st.

*Executive Director*

Alan Hoffmann



# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

## Memorandum

### BOARD COMMITTEE ON COMMUNITY MOBILIZATION

The Jewish community has not yet recognized the indispensable role it must play in order for Jewish education to achieve its goal. Community leaders have often failed to make the connection between the educational process and the knowledge that leads to commitment.

It is this lack of understanding that has prevented the top community leadership in North America from rallying to the cause of Jewish education in the same way it has to other pressing needs of the Jewish people. The constituencies of most national and local organizations have not yet recognized that Jewish education is indispensable to their futures.

As a result, the environment in the Jewish community is not sufficiently supportive of the massive investment required to bring about systemic change. This affects the priority given to Jewish education, the status of the field of Jewish education, and the level of funding that is granted.

Inevitably, insufficient community support limits the aspirations, inhibits the vision, and stifles the creativity of those involved in all aspects of Jewish education.

**(A Time to Act, p. 40-41)**

The goal is clear. As one commissioner observed, a majority of community leaders must rally to the cause of Jewish education. "The chances are," he said, "that in 1980, only a few of these leaders thought Jewish education was a burning issue, many thought it was important, and the rest didn't spend much time thinking about it. In 1990, it may well be that there are significantly more community leaders who think that education is a burning issue, more who think it is important and fewer who don't give it too much attention. The challenge is that by the year 2000, the vast majority of these community leaders should see Jewish education as a burning issue and the rest should at least think it is important. When this is achieved," the commissioner concluded, "money will be available to finance fully the massive program envisioned by the Commission."

**(A Time to Act, p. 64)**

An axiom of the work of CIJE is that there are two major preconditions for systemic change of Jewish education in North America: building the profession of Jewish education and mobilizing community leadership for Jewish education. The Committee on Community Mobilization will review and direct CIJE's work in this latter domain, discussing policy and recommending action. In addition, the committee has oversight responsibility for the Lead Community Project.



The committee will concentrate on several areas which have been identified as key to mobilizing community support both locally and continentally:

- recruiting top community leaders to the cause of Jewish education;
- raising Jewish education to the top of the communal agenda;
- creating a positive environment for effective Jewish education;
- providing substantially increased funding from federations, private foundations, and other sources;
- using lead communities as laboratories for learning about mobilization of community leadership for Jewish education.

Some possible activities for the Committee which may be considered:

1. In the communities with which CIJE is actively engaged, certain minimal conditions of community mobilization were mandated as prior conditions to CIJE's involvement in those communities. An example is the creation of wall-to-wall coalitions of all institutions engaged in Jewish education most broadly conceived. To what degree has this mechanism been successful and what have been the positive lessons and/or obstacles to this process? What can other communities beginning this process learn? What light can the work of CIJE's field researchers in the monitoring, evaluation and feedback project shed on this process? Have other communities been more or less successful in using different models for mobilization?
2. An early assumption of CIJE was that major investment in the development of personnel and community leadership in Lead Communities would lead to the creation of centers for dissemination and replication for all of North America. CIJE is now facing the issue of how to share its developments with a wider group of communities. This stems both from CIJE's sense that there is much in which we are engaged which is of great value to communities who share our commitments. On the other hand, several communities are asking CIJE to provide support and consultation to their local continuity processes, particularly requesting expert support in personnel development and community mobilization.
3. Is there some educational process for community leaders of Jewish education which would accelerate the process of increasing their knowledge and understanding of key Jewish educational issues both of content and policy? Both Wexner



and CLAL have had some experience in this field. Should CIJE be joining forces with these and other agencies to develop models for building a more knowledgeable leadership for Jewish education?

4. Although arbitrarily separated in our committee structure, CIJE has argued that building the profession and mobilizing leadership are intertwined. How can the articulation of a personnel action plan at the local community level and the development of continental personnel initiatives become arenas for engaging key lay leadership and key funding sources?
5. Similarly, the Goals Project which falls within the purview of the Committee on Content and Programs has as a major goal of the 1994 Summer Seminar the fostering of understanding of the importance of vision-drivenness among key leadership - both at the community and institution level. An ultimate objective of this project may be a "coalition" of vision-driven institutions. Yet part of the process will be the development of a new cadre of lay leaders of Jewish education who understand and insist on this approach. Can the Goals Project become a method and model for engaging ever-increasing circles of top lay leaders in our work?
6. What about the Jewish intellectual community in the United States and the mission of CIJE? A huge proportion of leading thinkers, researchers and intellectuals are identified Jews who the organized Jewish community has not succeeded in recruiting into leadership positions. Can the work of CIJE be a path to harness this huge pool of talent and energy for leadership?
7. The Rabbinate - while commonly considered as professional Jewish leaders, rabbis often function as powerful community leaders, particularly in the domain of Jewish education. Should our committee consider different models for using rabbis both to build and to be part of our mobilizing process? What has been the experience of communities where rabbis have been viewed as inhibiting or enhancing the process of coalition-building?
8. Funding: the revitalization of Jewish education will require a substantial increase in funding. Where will seed money come from and where will long-term support come from? Should this committee study and learn from the experience of different communities in dealing with this issue? How will CIJE provide leadership in this arena?
9. How can the Board and committee structure of CIJE itself be used to build continental lay leadership?



10. Dissemination of the work of CIJE as part of building a climate of change in Jewish education in North America? Should this committee be considering a communications plan? In what national and local Jewish fora should our story be told?



To: CIJE Committee on Building the Profession

From: Morton L. Mandel, Chair

Date: April 11, 1994

Subject: Committee Meeting, Thursday, April 21, 1994

In conjunction with the next meeting of the Board of Directors of CIJE, the Committee on Building the Profession will hold its first meeting immediately following the 10:00 a.m. plenary session of the Board.

Enclosed is a draft of a design document for our committee. It will serve as the basis for our discussion at this meeting. We will discuss our committee's method of operation and the work CIJE is doing with regard to personnel action planning.

Until a permanent chairperson has been selected for this committee, I will act as chair. Gail Dorph will staff this committee, and you should feel free to contact her directly at 212-532-2360 with any comments or questions.

I look forward to seeing you on April 21st, and send warmest regards.



## Council for Initiatives in Jewish Education

### Design Document -- preliminary draft

"Profession building will be accomplished by creating a North American infrastructure for recruiting and training increasing numbers of qualified personnel; expanding the faculties and facilities of training institutions; intensifying in-service education programs; raising salaries and benefits of educational personnel; developing new career track opportunities; and increasing the empowerment of educators." (A Time to Act, p.56)

#### Mission of the Committee on Building the Profession

The committee on Building the Profession will focus on four domains that are critical to the revitalization of Jewish education in North America: recruitment, professional development, retention and positive perceptions of Jewish education. It will discuss issues of policy and priorities and make recommendations for action as appropriate.

We will monitor our activities and strive for measurable and meaningful change.

- I. Recruitment: Developing and Acquiring Personnel  
Develop, test and institutionalize recruitment strategies and job opportunities that focus on:
  - a. young people who could be brought into the field
  - b. mid-career professionals.
- A. Opportunities
  - 1. Young people today are searching for "meaningful" career opportunities.
  - 2. Jewish education as a career can provide people with a way to express their Jewishness.
  - 3. Mid-career professionals can bring knowledge, experience and maturity.
- B. Obstacles
  - 1. Negative perceptions exist of the field due to its low status and low economic remuneration.
  - 2. The field has no recognizable career ladder.
  - 3. There are no standardized ways of "retooling" mid-career professionals.

## II. Professional Development

Seek out or develop effective strategies for ongoing professional development for:

- a. leadership of Jewish educational institutions
- b. informal and formal Jewish educators (teachers, youth programmers, etc.);

Develop and strengthen Jewish education programs as needed at denominational institutions, general universities and local and regional Hebrew colleges.

### A. Opportunities

1. Research coming out of CIJE's study of educational personnel in lead communities speaks to the lack of adequate professional preparation and inservice opportunities in a powerful way and can be used to mobilize the community.
2. Standards for professional in-service requirements exist in general education. They can be used as a guide toward standards toward which we might strive.

### B. Obstacles

1. General universities' Judaica programs are not directed toward teaching the subject matter needed by Jewish educators.
2. Local resources, both financial and human, are presently inadequate to support communal strategies for upgrading personnel currently in the field.

## III. Retention

Create and improve salary benefits packages (health, pension, professional development opportunities) for full time and part time educators;

Devise approaches to issues of credentials, licensing, standards;

Develop career track opportunities.

### A. Opportunities

1. Results of CIJE research substantiate importance of benefits. When teachers are asked, what factors would encourage them to think about working full time, health and pension benefits are the first two items they mention with job tenure coming third.



## B. Obstacles

1. Competitive salaries and benefits will require more dollars.
2. It will be challenging to create an effective system of credentials and licensing in a voluntary enterprise such as Jewish education.
3. Many positions in the field will remain part time (which is a plus to certain populations, but may be a minus in terms of establishing norms of educational preparation and standards of professionalism).

IV. Positive perception of the enterprise of Jewish education by a variety of publics (including community leaders, both professional and lay; parents; educators themselves). This particular issue will also need to be addressed by the committee dealing with issues of community mobilization.

## A. Opportunities

1. The general crisis about Jewish continuity has raised this issue on the communal agenda. In many communities, it is at the very top.

## B. Obstacles

1. For some, attitudes toward Jewish education reflect general ambivalence about Jewish identity.
2. Changing attitudes can be a long and difficult process.

## Some Possible Activities of this Committee:

1. A qualitative and quantitative study of teachers and heads of schools has been completed in each of the three lead communities. Soon each community will receive an integrated report highlighting the findings of their own study. By the fall, a report addressing the implications of these studies across the communities will be published. This committee will study the results of these reports and examine the variety of implications of the findings for Jewish education in North America.
2. Based on these reports, the lead communities are in the throes of developing comprehensive personnel action plans. Members of this committee will be kept informed of this process and discuss issues and implications that emerge from this ground breaking work. This is a process that many communities will be able to use if they so choose.
3. The committee will hear experts in general education discuss strategies for professional development, approaches to licensing/credentials/career ladders (etc) and reflect on the possibilities and challenges that face the Jewish community as we try to apply what is known in general education to our own work.



Council  
for  
Initiatives  
in  
Jewish  
Education

*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

*Honorary Chair*

Max Fisher

*Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

Thomas Hausdorff

David Hirschhorn

Gershon Kekst

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Mark Lainer

Norman Lamm

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Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

To: CIJE Committee on Content and Program

From: John C. Colman, Chairman

Date: April 11, 1994

Subject: Committee Meeting, Thursday, April 21

In conjunction with the next meeting of the Board of Directors of CIJE, the Committee on Content and Program will hold its first formal meeting immediately following the 10:00 a.m. plenary session of the Board.

Enclosed are several documents to acquaint you with the scope of the work for this Committee and the staff who will have primary responsibility for the activities during the next twelve months.

As you will note, the Agenda will devote most of the time of the meeting to a detailed review of the two major projects for which the Committee has oversight responsibility:

The Best Practices Project directed by Dr. Barry Holtz

The Goals Project directed by Dr. Daniel Pekarsky.

If you have any comments or questions about the work of the Committee before our meeting, please communicate with Virginia Levi in Cleveland (216-391-1852), Barry Holtz at the CIJE office in New York (212-532-2360) or me in Chicago (708-835-1209).

I look forward to seeing you on April 21st.

*Executive Director*

Alan Hoffmann



Council for Initiatives in Jewish Education

Memorandum

CIJE Board Committee on Content and Program

Definition and Purposes

The Committee on Content and Program will deal with the contents, methods and evaluation of the educational program areas of the CIJE work. In specific the Committee will address two major CIJE projects currently underway, the Best Practices Project and the Goals Project. As the CIJE extends its scope, other projects concerning educational program will also become part of the Committee's focus. The Committee will serve as the forum to discuss the progress of these projects, to explore significant issues that emerge from the work and to recommend program and policy choices to the Board.

The meetings of the Committee will serve three purposes: a) to inform the members of the Committee about the CIJE efforts in these areas, increasing the knowledge of Committee members; b) to gain advice from the Committee members about issues of policy and priority; c) to suggest new project areas for CIJE exploration.

The Best Practices Project is an effort to document exemplary models of Jewish educational work and to use these examples for improving the quality of Jewish education in the field. The project is directed by Dr. Barry Holtz (Jewish Theological Seminary of America).

The Goals Project is an effort to foster an understanding of the critical role that Vision, Goals and Objectives play in Jewish education and to collaborate with local communities to translate these leadership qualities into communal practice. The project is directed by Dr. Daniel Pekarsky (University of Wisconsin). The Goals Project coordinates its work closely with a long-term research enterprise of the Mandel Institute in Jerusalem called "The Educated Jew Project." This project invites leading Jewish thinkers to articulate their respective visions of an educated Jew and then to work with educators to translate their visions into terms that will make them usable in educational settings.

Possible Activities of the Committee

Best Practices Project

*The Committee will:*

- a) Review reports of the findings of the Best Practices Project
- b) Hear the best practices researchers describe their work
- c) Hear best practices practitioners discuss their educational programs
- d) Visit selected best practices sites

*Following these inputs, the Committee will:*

- a) Evaluate issues arising the the documentation of best practices (e.g. how should they be documented? what models currently exist, if any, for documentation, etc.)
- b) Discuss issues that relate to the implementation of best practices to new settings (questions of "replication", educational projects that emerge out of best practices work, etc.)
- c) Discuss "new practices" that deal with similar issues
- d) Discuss other possible expansions of the Best Practices Project, e.g.:
  - evaluation of "best practitioners";
  - project on best practices of the past;
  - compilation of biographies of leaders from best practices sites, etc.

#### **The Goals Project**

*The Committee will:*

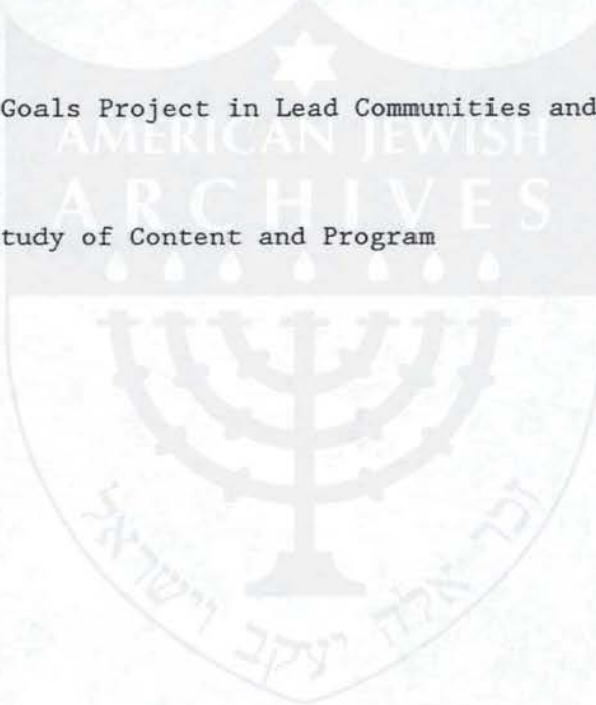
- a) Learn about the aims and method of the Goals Project
- b) Discuss issues related to goals in Jewish education
- c) Explore the "Educated Jew Project" and its relationship to Goals project
- d) Hear presentations by writers of the Educated Jew Project
- e) Discuss issues related to moving from Goals to action
- f) Hear presentations by representatives of educational institutions that are characterized by "vision-drivenness"
- g) Visit such institutions



Appendix A

Committee on Content and Program  
List of Potential Future Work  
April 21, 1994

1. Dissemination of results of CIJE work
  - a. Target audience
  - b. Methods, e.g.:
    - Publications by CIJE
    - Presentations at academic and education conferences
    - Conferences called by CIJE, etc.
2. Incorporation of Best Practices in Lead Communities and Other Sites
  - a. Incidence
  - b. Evaluation
3. Incorporation of Goals Project in Lead Communities and Other Sites
  - a. Incidence
  - b. Evaluation
4. Other Areas for Study of Content and Program



## Appendix B

### Committee on Content and Program Biographies of Staff April 21, 1994

*Barry W. Holtz* is Senior Education officer and Director of the Best Practices Project of the Council for Initiatives in Jewish Education (CIJE). He is an Associate Professor of Jewish Education at the Jewish Theological Seminary of America and for the past thirteen years has been the Co-director of the Seminary's Melton Research Center.

He received his undergraduate education at Tufts University and his Ph.D. from Brandeis University. Dr. Holtz was the editor of most of the volumes of the Melton Graded Curriculum Project, a set of teacher's guides and related materials used widely in North America. As author and editor, his books include: *Finding Our Way: Jewish Texts and the Lives We Lead Today* (Schocken Books, 1990), *Back to the Sources: Reading the Classic Jewish Texts* (Simon and Schuster, 1984) and, most recently, *The Schocken Guide to Jewish Books* (1992).

*Daniel Pekarsky* is Professor and former Chairperson in the Department of Educational Policy Studies at the University of Wisconsin-Madison. He did his doctoral work at Harvard University, where he specialized in philosophy of education. In addition to work he has done as a Jewish educator in congregational and other settings, he has also been involved over the years in the education of Jewish educators.

In 1987-88, he served on the faculties of the Jerusalem Fellows and of the Melton Center for the Study of Jewish Education in the Diaspora at the Hebrew University. More recently, he took an extended leave from the University of Wisconsin in order to direct the Cleveland Fellows Program at the Cleveland College of Jewish Studies.





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To: CIJE Committee on Research and Evaluation

From: Esther Leah Ritz, Chair

Date: April 11, 1994

Subject: Committee Meeting, Thursday, April 21

In conjunction with the next meeting of the Board of Directors of CIJE, the Committee on Research and Evaluation will hold its first formal meeting immediately following the 10:00 a.m. plenary session of the Board.

Enclosed is a memorandum which will serve as the basis of our discussion at this meeting. We will be joined by Dr. Ellen Goldring, a consultant and co-director of the Monitoring, Evaluation and Feedback project of CIJE, who will staff this meeting. If you have any questions prior to the meeting, please feel free to contact Ellen at 615-322-8037 or Dr. Adam Gamoran, who shares responsibility for MEF, at 608-263-7829.

I look forward to seeing you on April 21.

*Executive Director*

Alan Hoffmann

## Council for Initiatives in Jewish Education

### Memorandum

#### CIJE Board Committee on Research and Evaluation

A research capacity for Jewish education in North America will be developed at universities, by professional research organizations, as well as by individual scholars. They will create the theoretical and practical knowledge base that is indispensable for change and improvement....The research results will be disseminated throughout the Jewish community for use in short-term and long-term planning. Data on Lead Communities will be analyzed to ensure that their individual programs are educationally sound and are meeting with success.

-- A Time To Act, p. 70

#### Definition and Purposes of the Committee

The Committee on Research and Evaluation is charged with developing strategies for creating a capacity for research on Jewish education in North America. At present, very little knowledge is being gathered and disseminated that can help Jewish educators improve. There is no real infrastructure for Jewish educational research; there are only a few professors of Jewish education, and they have many other responsibilities besides research.

Another mission of the Committee is to foster self-evaluation of Jewish educational programs throughout North America. Related to the near-absence of research, programs and institutions in Jewish education rarely assess their own programs to monitor performance or gauge success. A goal of CIJE is to encourage evaluation-minded communities; that is, communities that examine their own programs as a step towards self-improvement.

#### CIJE Research and Evaluation to Date

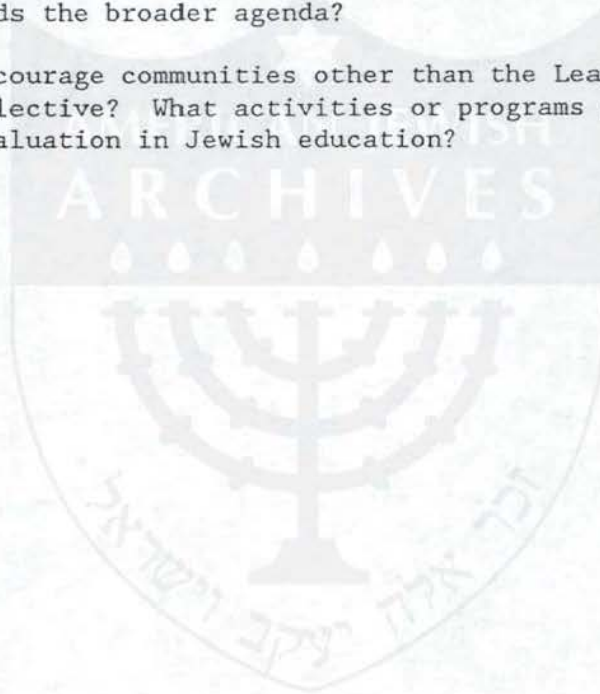
Thus far, research and evaluation sponsored by CIJE has occurred in Lead Communities, our "local laboratories" for educational innovation. A Monitoring, Evaluation, and Feedback (MEF) team has studied educators and issued policy-oriented reports on educational personnel to the communities. The MEF team has also analyzed the process of mobilization for Jewish education in the Lead Communities. These reports and analyses have been narrowly focused on issues relevant to educational change within the Lead Communities. No steps have yet been taken towards wider dissemination.



## Possible Activities for the Committee

A number of possible activities for the Committee may be considered:

- (1) The question of translating evidence gathered in Lead Communities into usable knowledge for the rest of North American Jewry may be a major topic for discussion. What are the appropriate mechanisms for reaching out to the wider Jewish community of North America? What should be the relative priorities within CIJE of data-gathering and report-writing for the purpose of stimulating action within the Lead Communities, as compared with the broader goal of disseminating information throughout North America?
- (2) CIJE has a small internal research capacity, but the ultimate goal is to stimulate research on a broad scale, involving many partners including universities, foundations, agencies, and individual scholars. How can CIJE move towards the broader agenda?
- (3) How can CIJE encourage communities other than the Lead Communities to become more reflective? What activities or programs might stimulate and support self-evaluation in Jewish education?





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Isadore Twersky  
Bennett Yanowitz

To: CIJE Executive Committee Members

From: Morton L. Mandel, Chair

Date: April 11, 1994

Subject: Meetings of April 21, 1994

Preparations for the CIJE Executive Committee and Board meetings are complete and we look forward to a stimulating day. The schedule of the day is as follows:

8:30 am	Executive Committee Meeting
10:00 am	Board Plenary Session I - Speaker: Dr. Barry Kosmin
11:15 am	Individual Committee Meetings
1:30 pm	Board Plenary Session II
3:30 pm	Conclusion

As noted earlier, these meetings will take place at the CUNY Graduate Center, 33 West 42nd Street, New York City. The 8:30 Executive Committee meeting will be held in Room 202. You will be directed from there to the Board meetings.

Enclosed for your review prior to our meetings are the following documents:

1. CIJE Update
2. Materials relating to your committee assignment
3. Minutes of the Executive Committee and Board meetings of August 26, 1993

I look forward to seeing you on April 21.

*Executive Director*

Alan Hoffmann





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Bennett Yanowitz

Dear :

I wanted to let you know how sorry I am that you were not able to attend the CIJE board meeting last week. We missed the contribution you would have made--and missed being able to tell you of CIJE's superb progress.

Our board seminar, which took place on the preceding evening, began with a powerful commemoration for Yom HaShoah, presented by the composer Elizabeth Swados and her singers. We were then privileged to hear Dr. Jonathan Sarna, Braun Professor of American Jewish History at Brandeis University, describe the transformation of the American Jewish community at the end of the nineteenth century. Dr. Sarna drew fascinating parallels between the successful revitalization of the community then and the challenges and opportunities of our day.

It was with particular pride that I welcomed the board and committee members to the board meeting on the following day. As we heard our executive director, Alan Hoffmann, give an overview of CIJE activities, I realized how far we have come since CIJE was created in 1990 to implement the recommendations of the Commission on Jewish Education in North America.

Five years ago, we hoped it would be possible for a new organization to serve as architect for the transformation of Jewish education. That transformation would be effected by building a genuine profession of Jewish education and by mobilizing community support for this effort. Because there was virtually no hard data on the state of the profession, we launched *The CIJE Study of Educators*, directed by consultants Drs. Adam Gamoran and Ellen Goldring.

*Executive Director*

Alan Hoffmann



The powerful data we extracted on the background and training of Jewish teachers led to the first CIJE Policy Brief, documenting teachers' serious lack of professional training. At the board meeting, CIJE staff member Dr. Gail Dorph outlined those attributes of outstanding in-service training that recent studies in general education have shown to be effective in upgrading teachers in the field. The CIJE board was then presented with five wide-ranging examples of initiatives that, in different ways, "reimagine the profession of Jewish education" by offering Jewish educators and leaders serious, substantive professional development.

We heard first about two pilot programs that local communities are launching as a result of the CIJE Educators Survey data. Genine Fidler, vice chair of Baltimore's CIJE committee, described "Machon L'Morim," an intensive two-year program for the professional development of early childhood educators in Baltimore, funded by the Children of Harvey and Lyn Meyerhoff Philanthropic Fund. Louise Stein, co-chair of Milwaukee's Lead Community Project, reported on the establishment of the Milwaukee Master Educator Program, a long-distance learning partnership between the Cleveland College of Jewish Studies and the Milwaukee community. This Masters degree program in Jewish studies, supported by the Helen Bader Foundation of Milwaukee, is designed for Milwaukee's Jewish teachers and will take advantage of the pioneering technology of videoconferencing.

We then received reports on three CIJE-led pilot projects:

1. The Harvard-CIJE Institute for Educational Leaders: The institute was a groundbreaking program for principals and school directors held in Fall 1994 at the Harvard Principals' Center. Cheryl Finkel, head of the Epstein School in Atlanta, spoke about the lasting impact of the institute on the participants from Atlanta and the changes that resulted in the school communities to which they returned.
2. "Transforming the Supplementary School Educator": To our delight, the Nathan Cummings Foundation has made a three-year grant to CIJE to develop "mentor trainers" for the professional development of teachers in the congregational schools. Dr. Barry Holtz, of the CIJE staff, reported on the three parts of this grant: the education of the "mentor trainers," who will then be able to go into communities to lead teacher-training programs for educators currently in the field; the creation of a set of videos that will demonstrate excellent teaching in the supplementary school classroom as a model for teachers who want to implement the new skills and ways of thinking they acquire; and a handbook for those undertaking to conduct teacher training that will consolidate the curriculum and learning process for replication in communities across the country.
3. "Teachers Teaching Teachers": A program designed for day school teachers that will allow the creation of teacher networks, through which teachers of like subject matter, settings, experience or student age groups will be able to learn from one another. Again, we know from general education that the best professional development programs are those that enable teachers to learn from their peers in an ongoing way about new concepts and methods of teaching.



After our committee meetings, we resumed with a presentation by CIJE consultant Dr. Daniel Pekarsky on the importance of goals in educational planning. Dr. Pekarsky reminded us that although the reflective process of thinking about an institution's goals has been seen by some as a luxury, it is actually of the utmost practical importance. He pointed out that if you know what your goals are, you can make better educational decisions for your institution; that if you do not know what your goals are, you cannot evaluate your successes and failures; and that if today Judaism is a choice, people will choose it because they believe that Jewish existence is meaningful. And yet that choice doesn't happen spontaneously. Jewish educational institutions and communities need to ask and answer the question: What kind of Jew do we want to produce? What kind of Judaism can we offer that will be at the heart of people's lives?

To exemplify Dr. Pekarsky's point, Michael Rosenzweig, a leader of the Atlanta Jewish community who is among those spearheading the effort to create a new community high school in Atlanta, spoke about the Goals consultation held in February for about 70 lay people in Atlanta and staffed by CIJE. Rather than beginning the conversation about creating a new school in the customary way, by examining costs and site, the Goals consultation addressed the Jewishness of the proposed school. Michael described the transforming impact of the discussion, during which people in the community could work together, in an atmosphere of seriousness and purpose, to talk about the kind of Jews they wanted their children to be, and how a diverse range of people could nevertheless come together to move forward on the goals they realized they indeed shared.

Michael Rosenzweig's testimony was a moving end to a remarkable day. We concluded with a stirring Dvar Torah by CIJE board member Gershon Kekst. For me personally, I cannot easily express my feelings as I saw many years of effort on all our parts bear fruit in such concrete and lasting ways. By the next board meeting, November 2, 1995, we will all know more about CIJE's efforts to "build capacity" for the training of Jewish educators and the orientation toward goals that are the bedrock of our effort to transform the profession of Jewish education. As is now our tradition, on the preceding evening, November 1, we will present our third CIJE board seminar. I hope to see you at both.

With best wishes for a wonderful summer,

Morton L. Mandel





*forward  
to  
CISE  
7-5-94*

*Chair*

Morton Mandel

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Matthew Maryles  
Lester Pollack  
Maynard Wishner

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Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

*Executive Director*  
Alan Hoffmann

**TO:** Members of the CIJE Steering Committee  
**FROM:** Morton L. Mandel, Chair  
**DATE:** June 6, 1994

I am pleased to send you the enclosed minutes of the CIJE Steering Committee, Executive Committee, and Board meetings held in New York last month. We very much appreciated your participation and hope you found the meetings stimulating and productive.

We have indicated to your committee members that notes from the committee meetings will be sent under separate cover and that there may be a second meeting of each committee scheduled over the summer.

The next Board meeting is scheduled for October 5-6, 1994 in New York. We will be back in touch with details later in the summer. We are planning to begin on October 5 with a Steering Committee meeting, probably from 10:00 am to 4:00 pm, followed by an Executive Committee meeting over dinner and an evening meeting of the Board. Committee meetings will be held in the morning of Thursday, October 6, followed by a full Board meeting in the afternoon. Please save the dates.

bcc: Gail Dorph  
Ellen Goldring  
Seymour Fox  
Adam Gamoran  
Annette Hochstein  
Stephen Hoffman

Alan Hoffmann  
Barry Holtz  
Daniel Pekarsky  
Nessa Rapoport  
Richard Shatten  
Henry Zucker





*Chair*

Morton Mandel

*Vice Chairs*

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Maynard Wishner

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Bennett Yanowitz

**TO:** Members of the Board of Directors

**FROM:** Morton L. Mandel, Chair

**DATE:** June 6, 1994

I am pleased to send you the enclosed minutes of the CIJE Board meeting held in New York last month. We very much appreciated your participation and hope you found the meeting stimulating and productive.

Notes from your committee meeting will be sent under separate cover. There may be a second meeting of each committee scheduled over the summer.

The next Board meeting is scheduled for October 5-6, 1994 in New York. We will be back in touch with details later in the summer. We are planning an evening meeting on Wednesday, October 5, committee meetings in the morning of Thursday, October 6, followed by a full Board meeting in the afternoon. Please save the dates.

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Alan Hoffmann

*Chair*

Morton Mandel

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Isadore Twersky

Bennett Yanowitz

**TO:** Members of the Board of Directors

**FROM:** Morton L. Mandel, Chair

**DATE:** June 6, 1994

I am sorry that you were unable to attend the recent CIJE Board of Directors meeting. I hope that you will find the enclosed minutes informative.

In addition to meeting as a full Board, each of the newly established committees met to begin to set an agenda. Notes from your committee meeting will be sent under separate cover. There may be a second meeting of each committee scheduled over the summer.

The next Board meeting is scheduled for October 5-6, 1994 in New York. We will be back in touch with details later in the summer. We are planning an evening meeting on Wednesday, October 5, committee meetings in the morning of Thursday, October 6, followed by a full Board meeting in the afternoon. Please save the dates.

*Executive Director*

Alan Hoffmann



A.H.



**CIJE** Council  
for  
Initiatives  
in  
Jewish  
Education

CITE READ Building up Profession Committee

*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold

Matthew Maryles

Lester Pollack

Maynard Wishner

June 13, 1994

*Honorary Chair*

Max Fisher

To: Members of CIJE "Building the Profession"  
Subcommittee

From: Mort Mandel, Acting Chair

*Board*

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Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Jay Davis

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Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

RE: Minutes from April 21st meeting

Present: Gail Dorph (staff), Joshua Fishman, Robert Hirt,  
Mort Mandel, Lester Pollack, Ismar Schorsch, Maynard  
Wishner

There were two main issues on the agenda at our meeting:  
the draft of the committee's design document and a report  
on recent work of CIJE. Enclosed in this mailing is a  
revised version of the design document. It has been  
updated based on the comments and questions that were  
raised in our meeting. The new issues that were raised  
can be found in each of the document's sections under the  
heading: Issues for Study. Additionally, this mailing  
includes a summary of Gail's reports.

*Executive Director*

Alan Hoffmann

## Mission of the Subcommittee on Building the Profession

"Profession building will be accomplished by creating a North American infrastructure for recruiting and training increasing numbers of qualified personnel; expanding the faculties and facilities of training institutions; intensifying in-service education programs; raising salaries and benefits of educational personnel; developing new career track opportunities; and increasing the empowerment of educators" (A Time to Act, p.56).

The committee on Building the Profession will focus on four domains that are critical to the revitalization of Jewish education in North America: recruitment, professional development, retention and positive perceptions of Jewish education. It will discuss issues of policy and priorities and make recommendations for action as appropriate.

We will monitor our activities and strive for measurable and meaningful change.

### I. Recruitment: Developing and Acquiring Personnel

Develop, test and institutionalize recruitment strategies and job opportunities that focus on:

- a. young people who could be brought into the field
- b. mid-career professionals (populations identified included masters and Ph.D. candidates in Jewish studies)

#### A. Opportunities

1. Young people today are searching for "meaningful" career opportunities.
2. Jewish education as a career can provide people with a way to express their Jewishness.
3. Mid-career professionals can bring knowledge, experience and maturity.

#### B. Obstacles

1. Negative perceptions exist of the field due to its low status and low economic remuneration.
2. The field has no recognizable career ladder.
3. There are no standardized ways of "retooling" mid-career professionals.

#### C. Issues for study

1. Need for financial aid for graduate programs to encourage both young people and mid-career people to consider professional education.
2. Who needs to be involved in thinking through "recruitment strategy" issues?



3. 2 possible background reports suggested:
  - a. Boston Hebrew College study
  - b. Lilly Foundation study of recruitment in Christian denominations --done with Educational Testing Services

## II. Professional Development

Seek out or develop effective strategies for ongoing professional development for:

- a. leadership of Jewish educational institutions
- b. informal and formal Jewish educators (teachers, youth programmers, etc.);

Develop and strengthen Jewish education programs as needed at denominational institutions, general universities and local and regional Hebrew colleges.

### A. Opportunities

1. Research coming out of CIJE's study of educational personnel in lead communities speaks to the lack of adequate professional preparation and inservice opportunities in a powerful way and can be used to mobilize the community.
2. Standards for professional in-service requirements exist in general education. They can be used as a guide toward standards toward which we might strive.

### B. Obstacles

1. General universities' Judaica programs are not directed toward teaching the subject matter needed by Jewish educators.
2. Local resources, both financial and human, are presently inadequate to support communal strategies for upgrading personnel currently in the field.

### C. Issues for Study

1. What kinds of environments seem to produce Jewish educators?
2. What is appropriate knowledge base/values/personality for one who would be a Jewish educator?
3. How can national training institutions become a resource for meeting local communities' needs?
4. What is the place of Israel in this picture?

## III. Retention

Create and improve salary benefits packages (health, pension, professional development opportunities) for full time and part time educators;

Devise approaches to issues of credentials, licensing, standards;

Develop career track opportunities.



A. Opportunities

1. Results of CIJE research substantiate importance of benefits. When teachers are asked, what factors would encourage them to think about working full time, health and pension benefits are the first two items they mention with job tenure coming third.

B. Obstacles

1. Competitive salaries and benefits will require more dollars.
2. It will be challenging to create an effective system of credentials and licensing in a voluntary enterprise such as Jewish education.
3. Many positions in the field will remain part time (which is a plus to certain populations, but may be a minus in terms of establishing norms of educational preparation and standards of professionalism).

C. Issues for Study

1. "Full time" opportunities for part time people to become full time.
2. Gather reports for committee:  
from Lester Pollack: Maximizing Jewish Education (JCCA)  
from Bob Hirt: Schiff studies  
from Chaim Botwinick: effects of Gruss money on retention of teachers.
3. What can we do to "recognize" teachers and teaching? Has Crown foundation learned more about this from their award program?

IV. Positive perception of the enterprise of Jewish education by a variety of publics (including community leaders, both professional and lay; parents; educators themselves). This particular issue will also need to be addressed by the committee dealing with issues of community mobilization.

A. Opportunities

1. The general crisis about Jewish continuity has raised this issue on the communal agenda. In many communities, it is at the very top.

B. Obstacles

1. For some, attitudes toward Jewish education reflect general ambivalence about Jewish identity.
2. Changing attitudes can be a long and difficult process.

Some Possible Activities of this Committee:

1. A qualitative and quantitative study of teachers and heads of schools has been completed in each of the three lead communities. Soon each community will receive an integrated report highlighting the findings of their own study. By the fall, a report addressing the implications of these studies across the communities will be published. This committee



will study the results of these reports and examine the variety of implications of the findings for Jewish education in North America.

2. Based on these reports, the lead communities are in the throes of developing comprehensive personnel action plans. Members of this committee will be kept informed of this process and discuss issues and implications that emerge from this ground breaking work. This is a process that many communities will be able to use if they so choose.

3. The committee will hear experts in general education discuss strategies for professional development, approaches to licensing/credentials/career ladders (etc) and reflect on the possibilities and challenges that face the Jewish community as we try to apply what is known in general education to our own work.

Additional areas and questions identified for committee study:

4. What can we learn from Independent School community?

5. To what degree have Haredi institutions contributed to the educational community at large?

6. Which of these arenas need to be dealt with on national level? Which, at local level? Which need combined strategies?

## Outline of Presentation to Committee on Building the Profession

### From Research to Personnel Action Plan

1. In order to get a clear picture of what needs to be done: we need to find out what the current situation actually is.

We need to know what issues we are facing.

What are the data we actually need to do the work?

What are the issues of professionalization in general education as well as Jewish education?

2. In our lab sites, our lead communities, we have been trying to find out who our Jewish educators actually are. So far, we have conducted an in depth interview study and administered a survey to teachers and principals in these communities.

The survey built on previous surveys administered in Miami, Pittsburgh and Los Angeles as well as input from education professionals in lead communities. It addresses the following topics:

- a. the general background of the teachers
- b. the educational background of teachers
- c. their previous work experience
- d. the nature of their present work settings
- e. how they actually got into the field
- f. what are their future plans
- g. the opportunities for professional development
- h. their feelings about their work

The interview study deals with certain of these issues in more depth trying to give a richer understanding of:

- a. how people entered the field
- b. the nature of satisfaction with their work,
- c. the conditions of work as experienced by the educators,
- d. the nature of their preparation for the work,
- e. their career plans.

(The interview candidates were "nominated by educational leaders" and by random sampling within institutions. Attention to setting, denomination, experience)

Interview studies were conducted by CIJE field researchers based in the communities supervised by Adam Gamoran and Ellen Goldring, directors of CIJE's monitoring, evaluation and feedback project.

3. These studies, their findings, and the implications are now serving as the basis for discussions involving lay and professional leadership in each of these communities.

In Milwaukee, the studies were conducted last spring. The data analysis has been completed. An integrated report written by



Adam Gamoran, Ellen Goldring and the local field researcher, Roberta Goodman is now being studied by the designated groups in the community.

The steps of these processes are being repeated in Atlanta and in Baltimore. Each community devising a strategy to move from the tables to the interpretation to dissemination to planning. The notebooks prepared for the board meeting (tab f) include the minutes of the lead community seminars. The seminar in November in Montreal deals with the "critical path" from research to policy to personnel action plan.

4. The development of the plan (which fits solidly into issues of building the profession) depends for success on a community mobilization strategy.

5. Each of these labs is in a little bit different place in terms of the process. Each has taken this "critical path" and adapted it to their own setting, to their own community. Each is now facing the challenges, the questions that our committee faces in the particular, in the specific.

6. Each of these communities is now holding up a mirror to its self. They are facing the challenges that face all of us. We will learn more about these issues as we attempt to work through these challenges in a systematic and systemic way.

