



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.

Box
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Folder
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Board of Directors. 6 October 1994. Planning notes and
correspondence, July 1994–November 1994.

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

TERRENCE (TERRY) E. DEAL, PH.D.**Professor of Education
and
Human Development**

Terry Deal received his Ph.D. in Educational Administration and Sociology from Stanford University. As professor of Education and Human Development at Peabody College of Vanderbilt University, Terry teaches courses in Organizational Theory and Behavior, Symbolism, and Leadership. He serves as Co-Director of The National Center for Educational Leadership (NCEL), and Senior Research Associate at the Center for the Advanced Study of Educational Leadership (CASEL). Terry previously taught at the Harvard Graduate School of Education, and the Stanford School of Education.

Professor Deal specializes in the study of organizations. He offers consulting services to a wide variety of organizations in the United States and abroad. These include businesses, hospitals, banks, schools, colleges, religious orders, military organizations, and others.

Terry has written several books and numerous articles concerning organizational issues such as change, culture, images, Leadership, management, reform, symbolism, theater, and theory. His most recent books, co-authored with Lee Bolman, are Becoming a Teacher Leader: From Isolation to Collaboration, (1994, Corwin Press) The Path to School Leadership: A Portable Mentor (1993, Corwin Press) and Reframing Organizations: Artistry, Choice, and Leadership (1991, Jossey-Bass), available in 5 languages, in this book, the authors expand upon ideas introduced in their widely acclaimed Modern Approaches to Understanding and Managing Organizations, (1984, Jossey-Bass). Bolman and Deal consolidate key learning from organization theory into four practical frames--human resource, structural, political, and symbolic--that help managers understand what is going on in their organizations and what they can do about it. Corporate Cultures, (1982, Addison-Wesley), co-authored with Allen Kennedy, translated into ten languages, was an American Bestseller and won international acclaim.

Managing the Hidden Organization: Strategies for Empowering Your Behind-the-Scenes Employees, (1994, Warner Books), Co-authored with William A. Jenkins.

The Leadership Paradox: Balancing Logic and Artistry in Schools (1994, Jossey-Bass), Co-authored with Kent Peterson.

For more information regarding Professor Deal's consulting services, please call Homa Aminmadani, Executive Associate at (615) 322-8014, or (615) 343-4901. FAX (615) 661-4927.

Alan - This is fyi. Please recall that we only have meeting space on Oct. 6 until 3pm, because their board meets at 4. We'll have to plan our meeting accordingly. (FAX # 212-836-1362)



Chair
Morton Mandel

September 1, 1994

Vice Chairs
Billie Gold
Matthew Maryles
Lester Pollack
Maynard Wishner

Mrs. Blanche Rothman
UJA/Federation of Jewish Philanthropies
130 East 59th Street
New York, NY 10022

Honorary Chair
Max Fisher

Board
David Arnov
Daniel Bader
Mandell Berman
Charles Bronfman
Gerald Cohen
John Coiman
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

Dear Blanche:

This will confirm our conversation held earlier today in which we revised plans for CIJE meetings at UJA/Federation on Wednesday and Thursday, October 5 and 6, 1994. Following is a summary of what we discussed.

Wed., Oct. 5

1. **Cancel** reservation of Rosenwald Room for 12 people, 8:30 am to 4:00 pm.
2. I need menu suggestions for the dinner for approximately 20 people, scheduled for 6:00 pm in the Weiler Room. That meeting will most likely last until 7:30 pm. (Your schedule indicates that the room is reserved until 7:00.)

With respect to the menu, we are thinking about a hot meal, with plates, possibly chicken or fish. I would like to know what options we have, and at what cost. If we do not use real plates, what are our alternatives? This must, of course, be strictly kosher.

3. The evening meeting/lecture for 80-120 is to proceed as scheduled. I will get back in touch about set-up when I have a better idea of how many people we expect. **We will want to serve coffee and cake after the program, probably around 9:00 or 9:30.** Do I have any decisions to make about that?

Executive Director
Alan Hoffmann

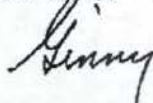
Thurs., Oct. 6

4. The group will convene for coffee and mini-danish at 9:30 am in the foyer. They will begin with a plenary session in B-C for 60-80 people around an **OPEN SQUARE** covered with cloths.
5. They will break for lunch in Ballroom A at noon. **Set-up should be round tables for 60-80 (I'll be back to you with a better count) and the set-up should be buffet style, Bronx Shore supplemented with fruit salad and cottage cheese, using disposable plates and utensils.**
6. At 1:00 the group will divide into breakouts as follows:
Ballroom D/15 people/meeting
Rosenwald Room/20 people/meeting
Weiler Room/20 people/meeting
Ballroom E-F/20 people/meeting
7. At 2:00 pm, the group will reconvene in plenary session, Ballrooms B-C, around an **open square table**. I understand that we must conclude by 3:00 pm because you have another meeting in this space at 4:00.

I look forward to hearing from your assistant about menu options for the evening of October 5. Please let me know if you need any additional information at this point.

Best wishes for a shana tova.

Cordially,



Virginia F. Levi
Associate Director

Sept. 8, 1994

MAILING LIST FOR EVENING PROGRAM ON OCT. 5, 1994

(Resources: JEA Roster; Jesna Central Agencies for Jewish Education directory)

Board members

Commission members

Senior policy advisers

New York Continuity Commission members: Call John Ruskay for addresses
(Does this include any members in the national commission who are based in NY?)

JESNA staff + board

BJE staff ✓

Senior educators in the NY area: Jewish

Denominational institutions:

--YU, Stern: Norman Lamm; Saul Berman

--JTS: Aryeh Davidson; Joseph Lukinsky; Edy Ruach; Sylvia Ettenberg; + Bill Lebeau;
Michael Greenbaum;

--HUC: Norman Cohen, Kerry Olitsky

Movement arms: Congregational; Camping

--Orthodox:

--Conservative: Bob Abramson

--Reform:

Senior educators in the NY area: General

Federation professionals and planners in the NY/NJ area

--National organizations with an educational mission: Staff + boards? Or only staff?

--CAJE ✓

--CLAL ✓

--Wexner ✓

--JCCA

--Hadassah: Carol Diamant

Directors, some staff of NY-based institutions who are in our constituency:

--NFJC: Richard Siegel; Joseph Lowin; Avi Decter

--The Jewish Museum: Joan Rosenbaum

- The 92 St. Y: David Woznika
- JCC of the Upper West Side: Debby Hirshman; Barbara Dobkin; Sue Elwell; Eve Landau
- Drisha: David Silber
- NCRAC: Jerome Chanes

Foundations:

- Covenant: Judith Ginsberg
- Cummings: Rachel Cowan; Charles Halperin
- Revson: Eli Evans

Individuals:

- Margy-Ruth Davis; Lydia Kukoff; Peter Geffen; Francine Klagsbrun;

School principals in the NY area:

Day Schools:

- Ramaz: Haskel Lookstein; Beverly Gribetz; Susan Mukasy; Meir Moskowitz
- Heschel: Roanna Shorofsky; Dov Lurea
- Beit Rabban: Devora Steinmetz
- MDS:
- SAR:
- Solomon Schechter: White Plains; New Jersey
- Joan Warner

Supplementary Schools:

- BJ:
- Park Ave.:

Senior rabbis in the NY area: (See RA; CCAR; etc. lists)

- J.J. Schacter; Simcha Weinberg; Rolando Matalon; Michael Strassfeld; David Lincoln

Media: Jewish:

- The Jewish Week: Gary Rosenblatt; which reporter?
- The Forward
- The Jerusalem Report: J.J. Goldberg
- The Jewish World: Winston Pickett
- Which Jersey papers?
- Reform Judaism: Aron Hirt-Mannheimer
- Hadassah: Alan Tigay; Zelda Shluker
- Lilith: Better be sure there's a woman on the program!

Media: General:

- The New York Times: education; business; religion
- Wall St. Journal
- Who else?

Individuals: David Behrman; Arthur Samuelson

Selected list from Covenant Awards lunch

Personal address books

Who should be on our mailing list nationally, simply to know this event is happening, even if they cannot attend?



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

B O A R D S E M I N A R

[Wednesday, October 5th, 1994: UJA/Federation
Ballroom B and C]

7.45:

PEOPLE INVITED FOR 7.45. NO REFRESHMENTS UNTIL AFTER
THE PROGRAM.

PROGRAM SCHEDULED TO BEGIN AT 8.00. MLM, TERRENCE
DEAL, ADH AND ELLEN GOLDRING WILL BE SEATED ON A RAISED
PODIUM WITH THE AUDIENCE (APPROX. 60) SEATED IN ROWS
BEHIND TABLES FACING FORWARDS.

8.00: CHAIRMAN'S INTRODUCTION

WELCOME THE AUDIENCE. THIS IS CIJE'S FIRST BOARD
SEMINAR AND WE HAVE MANY BOARD MEMBERS AND SOME INVITED
GUESTS FROM THE JEWISH EDUCATIONAL COMMUNITY IN THE
AUDIENCE.

SEATED HERE WITH ME ARE ADH, PROF. TERRENCE DEAL - OUR
GUEST SPEAKER FOR THIS EVENING (ABOUT WHOM YOU WILL SAY
MORE LATER) AND PROF. ELLEN GOLDRING. ELLEN IS
ASSOCIATE DEAN OF THE PEABODY COLLEGE OF EDUCATION AT
VANDERBILT UNIVERSITY AND CO-DIRECTOR (WITH PROF. ADAM
GAMORAN) OF CIJE'S MONITORING, EVALUATION AND FEEDBACK
PROJECT.

WE KNOW THAT MANY OF THE ISSUES WITH WHICH WE ARE
ENGAGED ARE OF VITAL INTEREST TO EDUCATIONAL LEADERS,
COMMUNAL LEADERS AND POLICY PLANNERS.

CIJE PLANS TO RAISE, FROM TIME TO TIME, TOPICS OF MAJOR
INTEREST FOR DISCUSSION AND TONIGHT IS THE FIRST OF
THESE.

AS YOU KNOW, AT THE HEART OF CIJE'S MISSION IS BUILDING
THE PROFESSION OF THE JEWISH EDUCATOR AND THE THEME OF
OUR BOARD MEETING WILL BE AN ANALYSIS OF THE PERSONNEL
SITUATION IN JEWISH EDUCATION TODAY.

HAVE ALWAYS BELIEVED THAT AT THE CORE OF ANY ENTERPRISE IS ITS LEADERSHIP.

- HAS GUIDED ME IN BUSINESS
- STORY OF SCHOOL OF EDUCATIONAL LEADERSHIP IN ISRAEL
- JERUSALEM FELLOWS

CIJE IS ABOUT SYSTEMIC CHANGE - BECAUSE OF THE CENTRALITY OF LEADERSHIP TO EDUCATIONAL REFORM, WE HAVE CHOSEN THIS TOPIC FOR OUR FIRST BOARD SEMINAR.

ARE DELIGHTED THAT PROF. TERRENCE DEAL COULD JOIN US BECAUSE OF HIS UNIQUE QUALIFICATIONS AND BACKGROUND.

[ATTACHED IS HIS BIO.
SUGGEST FIRST AND MAYBE SECOND PARAGRAPH]

IT IS PRECISELY BECAUSE TERRY DEAL HAS WORKED BOTH IN THE CORPORATE AND EDUCATIONAL WORLDS THAT I HOPE THAT HIS PERSPECTIVE WILL MIRROR OUR OWN COMMITMENT TO THE INTERRELATIONSHIP BETWEEN BUILDING THE PROFESSION AND MOBILIZING COMMUNITY LEADERSHIP.

IN ADVANCE OF THIS EVENING WE SENT YOU A SHORT PIECE BY TERRENCE DEAL ENTITLED "LEADERS OR MANAGERS: WHICH DO WE NEED MOST?" THIS WAS INTENDED TO SET THE STAGE FOR TONIGHT'S DISCUSSION.

AFTER PROF. DEAL'S PRESENTATION, WE WILL TAKE QUESTIONS AND COMMENTS FROM THE GROUP. OUR OWN FOCUS IN THE DISCUSSION WILL BE ON THE IMPLICATIONS AND APPLICATIONS FOR LEADERSHIP FOR JEWISH EDUCATION.

8.15 - 8.50: DEAL TALKS FOR 35 MINS.

cont/

8.50 - 9.20:

DISCUSSION.

YOU COULD MENTION THAT WE HAVE ASKED A FEW PEOPLE TO
THINK ABOUT THE ISSUES AND RAISE SOME OPENING ISSUES.
[ADH WILL GIVE YOU THE NAMES]

9.20: WRAPUP

ELLEN GOLDRING'S FIELD IS EDUCATIONAL LEADERSHIP.
MOST RECENTLY SHE PUBLISHED A BOOK CALLED "PRINCIPALS
OF DYNAMIC SCHOOLS: TAKING CHARGE OF CHANGE". IN THE
LAST TWO YEARS ELLEN HAS DEVELOPED DEEP INSIGHT ALSO
INTO THE FIELD OF JEWISH EDUCATION THROUGH HER WORK
WITH CIJE. ELLEN, I AM GOING TO ASK YOU TO TRY AND
TIE TOGETHER SOME OF THE THREADS OF THIS EVENING'S
FASCINATING DISCUSSION.



TO: ADH

FROM: VFL

RE: Oct. 5-6, 1994 Recommended Factbook Contents

DATE: Sept. 21, 1994

Alan, Here are my thoughts on materials for the meeting factbooks. Please let me know your reactions asap.

A. Steering Committee [I will do these in Cleveland and mail to NY.]

Tab 1. Master Schedule Control (Calendar)

Tab 2. Minutes of 8/24/94

Tab 3. Assignments of 8/24/94

Tab 6. Reports - Anything to go with the Adam/Ellen report? GA policy brief?

Tab 8. Board and Committees: Agenda of board meeting, attendance list, anything relating to committees?

Tab 10. Agenda of meeting

B. Executive Committee - Folders [To be prepared in NY.]

1. Agenda?

2. Budget

3. Nessa's bio (which Nessa needs to prepare)

C. Board [To be assembled in NY.]

1. Table of Contents

2. Minutes of 4/21/94

3. I think we probably should not include materials mailed in advance which do not relate to the meeting's agenda, but am open on this. These include: essay by Deal, goals seminar report, best practice articles, leadership institute brochure.

4. Materials for each committee in sub-sections (like last time)
5. Lists of Board members, staff, and consultants
6. Anything else we want them to see - last time we included minutes of lead community consultations.
7. Agenda

Kathy ordered the books and divider tabs, last time, and arranged to have the copies made and 3-hole punched. I provided the originals. Many of these now originate in NY, so we should decide what the best source is, but I think the mechanics should be handled there.



ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Robert Abramson	f					
Mona Riklis Ackerman	f					
David Arnow	b					
Daniel Bader	b					
Dr. Steven Bayme	f					
Mr. David Behrman	f	—	—	YES	—	
Mandell Berman	x	—	YES	YES	YES	
Jack Bieler	f					
Chaim Botwinick	l	—	—	YES	YES	
Charles Bronfman	x					
Rabbi Zuvulun Charlop	f					
Steve Chervin	l	—	—	No	No	
Ruth Cohen	l					
John Colman	s	YES	YES	YES	YES	
Maurice Corson	b	—	—	YES	YES	
Rachel Cowan	f					
Susan Crown	b			No	No	
Aryeh Davidson	f					
Jay Davis	b	—	—	No	No	
Ms. Carol Diamant	f					
Gail Dorph	s					
David Dubin	f	—	—	No	—	
Ms. Andrea Dubroff	f					
David Elcott	f					
Joshua Elkin	f					
Shulamith Elster	f					

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 2

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Sylvia Ettenberg	f					
Eli N. Evans	f					
Genine Fidler	l					
Irwin Field	b			No	No	
Alan Finkelstein	b			No	YES	Will ATTEND on Thur. AS MUCH AS possible
Max M. Fisher	b					
Joshua Fishman	q					
Mr. Tom Freudenheim	f					
Rabbi Herbert Friedman	f					
Darrell D. Friedman	l					
Adam Gamoran	s					
Peter Geffen	f					
Jane Gellman	l					
Judith Ginsberg	f					
Billie Gold	x					
Ellen Goldring	s					
Charles H. Goodman	b	—	—	No	No	
Alfred Gottschalk	b	—	—	No	No	
Neil Greenbaum	b			No	No	IN SINGAPORE
Mr. Arnold Greenberg	f	—	—	No	—	
Irving Greenberg (VTR)	f	—	—	No	—	—
Mr. Gene Greenzweig	f					
Mr. Charles Halperin	f					
Thomas Hausdorff	b					
Mr. Stuart Himmelfarb	f					
David Hirschhorn	x	—	yes	yes	yes	

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 3

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Robert Hirt	q	—	—	No	YES	
Stephen H. Hoffman	s	YES	YES	YES	YES	
Alan Hoffmann	s					
Barry Holtz	s					
Carol K. Ingall	f					
Erica Jesselson	f					
Mr. Richard Joel	f					
Ms. Deborah Kaplan	f					
Ann P. Kaufman	x	—	YES	YES	YES	
Gershon Kekst	b					
Henry Koschitzky	b					
Martin Kraar	b	—	—	No	No	
Ms. Lynn Korda Kroll	f					
Rabbi Irwin Kula	f					
Mark Lainer	x					
Norman Lamm	b					
Rabbi William Lebeau	f					
Sara Lee	f					
Marvin Lender	b					
Virginia Levi	s					
Norman Lipoff	b	—	—	YES AFTER 9PM	YES +L 11AM	TIL 11AM
Seymour Martin Lipset	b					
Haskel Lookstein	f					
Brian Lurie	f					
Morton L. Mandel	s					
Mr. David Mann	f					

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 4

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Matthew J. Maryles	x		YES	YES	YES*	* for part of the time.
Florence Melton	b					
Melvin Merians	x					
Richard H. Meyer	l					
Rabbi Michael Paley	f					
Daniel Pekarsky	s					
Lester Pollack	b					
Nessa Rapoport	s					
Charles Ratner	s					
Dr. Eduardo Rauch	f					
Joseph Reimer	f					
Esther Leah Ritz	s					
Ms. Joan Rosenbaum	f					
Harriet L. Rosenthal	f					
Mr. Seymour Rossel	f					
Arthur Rotman	b	—	—	YES	YES	
John Ruskay	f					
David I. Sarnat	l	—	—	YES	YES	
Mr. Philip Schatten	f					
William Schatten	b					
Carl Scheingold	f					
Richard Scheuer	b	—	—	No	No	
Alvin Schiff	f					
Ismar Schorsch	b			NO	No	

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 5

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Mr. Daniel S. Shapiro	f					
Richard Shatten	s					
Barry Shrager	f					
Mr. Richard Siegel	f					
Rabbi Allen Silverstein	f					
Stephen Solendar	f					
Dr. Jeffrey Solomon	f					
Elliot Spack	f					
Louise Stein	l					
Rabbi Daniel B. Syme	f					
David Teutsch	b					
Margaret W. Tishman	f	-	-	No	-	
Isadore Twersky	b					
Ilene Vogelstein	l					
Maynard Wishner	x	✓	-	No	No	
Jonathan Woocher	s					
Bennett Yanowitz	b	-	-	yes	yes	
Rabbi Sheldon Zimmerman	f					

Does anyone
~~who~~ want to
follow-up on
this?

6

ion of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA
PATRON OF HEBREW UNION COLLEGE/JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021-7064 (212) 249-0100

September 23, 1994

SEP 28 1994

Mr. Morton Mandel
C.I.J.E.
P.O. Box 94553
Cleveland, Ohio 44101

Dear Mort,

Thank you for your gracious invitation to the
October 5th Seminar with Terrence Deal. I believe
the invitation was sent to me in error, inasmuch
as I am not a member of the C.I.J.E. Board.

Your letter, however, gives me an opportunity
to wish you and all your loved ones a Sweet New Year.

I hope to see you soon.

Sincerely,



Rabbi Daniel B. Syme
Senior Vice-President.

DBS/e

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Council for Initiatives
in
Jewish Education

Date sent: 9/26/94 Time sent: 11:01

No. of Pages (incl. cover): 14

To: ROBIN

From: VFL/coral

Organization:

Phone Number:

Phone Number: 216-391-1852

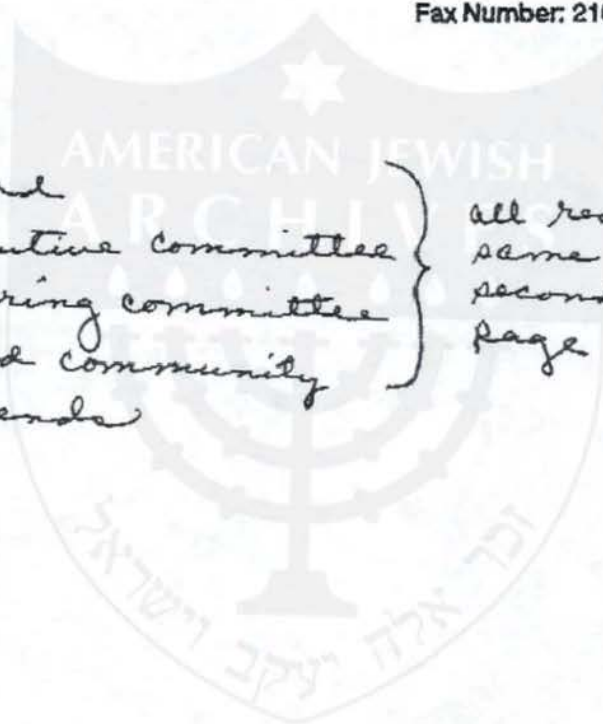
Fax Number:

Fax Number: 216-391-5430

Comments:

b = board
X = executive committee
SC = steering committee
L = lead community
f = friends

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page





CIJE

Council
for
Initiatives
in
Jewish
Education

S.C.

September 9, 1994

Chair

Morton Mandel

1 ~

2? ~

Vice Chairs

Billie Gold

3 ~

Matthew Maryles

4 ~

Lester Pollack

Maynard Wishner

Dear 5 ~:

Honorary Chair

Max Elsher

Board

David Arnov

Daniel Bader

Mandell Berman

Charles Bronfman

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John Colman

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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 Merlans

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Vanowitz

I am delighted to let you know that on the evening preceding our October 6 board meeting, we have arranged a private seminar for CIJE board members and invited guests with Dr. Terrence Deal, Professor of Education and Human Development at Vanderbilt University and Co-director of the National Center for Educational Leadership (NCEL). Dr. Deal, who was previously on the faculties of Harvard University Graduate School of Education and Stanford University, is internationally acclaimed for his expertise in organizational leadership and change in both business and educational settings. Among his influential writings are "Corporate Cultures" and "The Leadership Paradox: Balancing Logic and Artistry in Schools," co-authored with Kent Peterson.

Dr. Deal's work has important implications for CIJE as a catalyst for systemic change in Jewish education. We will have a unique opportunity to explore those implications after Dr. Deal's presentation. We have scheduled a dinner meeting of the executive committee to precede the seminar with Dr. Deal. The dinner will take place at 6:00 p.m., followed by the seminar at 8:00 p.m. on Wednesday, October 5, at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th St., New York. I look forward to seeing you that evening.

You will recall that we also have a steering committee meeting scheduled for Wednesday, October 5, 10:00 a.m. to 4:00 p.m. at JCCA/CIJE, 15 East 26th Street, New York.

Our board meeting promises to be both important and provocative. It will take place on Thursday, October 6, 9:30 a.m. - 3:00 p.m., also at UJA/Federation.

I want to give you a preview of some of CIJE's exciting current work:

The CIJE Personnel Report: In advance of their formal presentation at the CJF General Assembly in November, Dr. Adam Gamoran, Professor of Sociology at the University of Wisconsin, and Dr. Ellen Goldring, Associate Dean of Peabody College of Education at Vanderbilt University, will provide the centerpiece presentation of this board meeting. Drs. Gamoran and Goldring are Directors of the CIJE Monitoring, Evaluation, and Feedback Project. Their findings, the result of two years of field research in our laboratory communities, will be central for other communities in creating their own personnel action plans. The data is equally important for national organizations with a Jewish educational mission.

Executive Director

Alan Hoffmann



CIJE

Council
for
Initiatives
in
Jewish
Education

September 9, 1994

Chair

Morton Mandel

1 ~

2? ~

3 ~

4 ~

Vice Chairs

Billie Gold

Matthew Maryles

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Maynard Wishner

Dear 5 ~:

Honorary Chair

Max Fisher

Board

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

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Alfred Gottschalk

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Executive Director

Alan Hoffmann

September 9, 1994

1 ~
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4 ~

Dear 5 ~:

I am delighted to let you know that on the evening preceding our October 6 board meeting, we have arranged a private seminar for CIJE board members and invited guests with Dr. Terrence Deal, Professor of Education and Human Development at Vanderbilt University and Co-director of the National Center for Educational Leadership (NCEL). Dr. Deal, who was previously on the faculties of Harvard University Graduate School of Education and Stanford University, is internationally acclaimed for his expertise in organizational leadership and change in both business and educational settings. Among his influential writings are "Corporate Cultures" and "The Leadership Paradox: Balancing Logic and Artistry in Schools," co-authored with Kent Peterson.

Dr. Deal's work has important implications for CIJE as a catalyst for systemic change in Jewish education. We will have a unique opportunity to explore those implications after Dr. Deal's presentation. I look forward to seeing you on the evening of Wednesday, October 5, 7:45p.m. at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th St., New York.

Our board meeting promises to be both important and provocative. It will take place on Thursday, October 6, 9:30 a.m. - 3:00 p.m., also at UJA/Federation.

I want to give you a preview of some of CIJE's exciting current work:

The CIJE Personnel Report: In advance of their formal presentation at the CJF General Assembly in November, Dr. Adam Gamoran, Professor of Sociology at the University of Wisconsin, and Dr. Ellen Goldring, Associate Dean of Peabody College of Education at Vanderbilt University, will provide the centerpiece presentation of this board meeting. Drs. Gamoran and Goldring are Directors of the CIJE Monitoring, Evaluation, and Feedback Project. Their findings, the result of two years of field research in our laboratory communities, will be central for other communities in creating their own personnel action plans. The data is equally important for national organizations with a Jewish educational mission.

In undertaking this research, as recommended by the Commission on Jewish Education in North America, CIJE's goal is to provide the hard data that will allow thoughtful planning for building the profession of Jewish educators -- a central thrust of the CIJE mission. The first data we will

In undertaking this research, as recommended by the Commission on Jewish Education in North America, CIJE's goal is to provide the hard data that will allow thoughtful planning for building the profession of Jewish educators -- a central thrust of the CIJE mission. The first data we will release has profound implications for the areas of pre- and in-service training. Although some of these statistics about the teachers' degree of formal training and Jewish background correspond to what we may have suspected anecdotally, there are also several surprises that question widely-held assumptions on which past policy has been based. We believe that with the completion of the final report in 1995, other communities should be able to replicate this research method, extrapolate from their conclusions, and begin to address the personnel needs of Jewish education in a meaningful way.

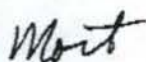
As this research is released, we expect to keep you informed through a series of CIJE Policy Briefs, the first of which will be issued at the GA and previewed for you at October's meeting.

The Goals Project: This ground-breaking initiative resulted last July in the CIJE-sponsored Goals Seminar, held in Jerusalem for lay and professional representatives from seven North American communities. Guided by Dr. Daniel Pekarsky, Professor of Philosophy of Education at the University of Wisconsin, the seminar was a pioneering effort in "creating vision-driven institutions and communities" for Jewish settings across the United States. This project is based on the results of extensive studies of reform in general education, which have shown that those institutions with a compelling and pervasive vision are most successful in transforming the quality of education in their settings. The Goals Seminar and its follow-up continentally will, we expect, contribute a new dimension to our understanding of how change takes place.

The CIJE-Harvard Leadership Institute: To be held at the end of October, this intensive seminar will be attended by close to 40 principals from our laboratory communities. The institute is the first in North America to bring together the expertise of Harvard University's Principals' Center with outstanding Jewish scholars and educators to focus on issues of senior educational leadership across denominations, institutions, and communities. Its purpose is to develop and implement effective leadership in schools by empowering principals, and, through them, teachers and parents in the transformation of Jewish education. Like the Goals Project, the CIJE-Harvard Leadership Institute represents our commitment to systemic change within communities across the country.

We will soon be sending you advance materials as background for the meeting. In the meanwhile, please complete and return the enclosed reply form indicating your attendance plans.

With best wishes for a Shana Tova,



Morton L. Mandel

September 9, 1994

1 ~
2? ~
3 ~
4 ~

Dear 5 ~:

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This letter is also an opportunity for me to give you an update on some of CIJE's exciting current work:

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I hope that you will be able to join us on October 5 for the seminar with Dr. Deal. Please complete and return the enclosed reply form indicating your attendance plans.

With best wishes for a Shana Tova,

Morton L. Mandel

F

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Seminar with Professor Terrence Deal

- ☐ Yes, I plan to attend the seminar with Professor Terrence Deal at 7:45 p.m. on Wednesday, October 5, 1994 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street.

I plan to bring a guest.

Name

- ☐ Sorry, I am unable to attend.

Name (Please print)

Address

City

State/Province

Zip

Phone

Fax

Please return this form by fax to 216-391-5430 or by mail to:

Morton L. Mandel
CIJE
P.O. Box 94553
Cleveland, Ohio 44101

Q, B, L

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Board Meeting and Seminar with Professor Terrence Deal

- ☐ Yes, I plan to attend the seminar with Professor Terrence Deal at 7:45 p.m. on Wednesday, October 5, 1994 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street.

I plan to bring a guest to the seminar.

Name

- ☐ Yes, I plan to attend the CIJE Board meeting at 9:30 a.m. – 3:00 p.m. on Thursday, October 6 at UJA/Federation of Jewish Philanthropies of New York.

- ☐ Sorry, I am unable to attend.

Name (Please print)

Address

City

State/Province

Zip

Phone

Fax

Please return this form by fax to 216-391-5430 or by mail to:

Morton L. Mandel
CIJE
P.O. Box 94553
Cleveland, Ohio 44101

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Executive Committee Meeting, Board Meeting and Seminar with Professor Terrence Deal

☐ Yes, I plan to attend the Executive Committee dinner meeting at 6:00 p.m. on Wednesday, October 5, 1994 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street.

☐ Yes, I plan to attend the seminar with Professor Terrence Deal at 7:45 p.m. on Wednesday, October 5, 1994 at UJA/Federation.

I plan to bring a guest to the seminar.

Name

☐ Yes, I plan to attend the CIJE Board meeting at 9:30 a.m. – 3:00 p.m. on Thursday, October 6 at UJA/Federation.

☐ Sorry, I am unable to attend any of these meetings.

Name (Please print)

Address

City

State/Province

Zip

Phone

Fax

Please return this form by fax to 216-391-5430 or by mail to:

Morton L. Mandel
CIJE
P.O. Box 94553
Cleveland, Ohio 44101

5

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Steering Committee Meeting, Executive Committee Meeting, Board Meeting and Seminar with Professor Terrence Deal

☐ Yes, I plan to attend the Steering Committee meeting at 10:00 a.m. to 4:00 p.m. on Wednesday, October 5 at JCC Association/CIJE, 15 East 26th Street, New York.

☐ Yes, I plan to attend the Executive Committee dinner meeting at 6:00 p.m. on Wednesday, October 5, 1994 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street.

☐ Yes, I plan to attend the seminar with Professor Terrence Deal at 7:45 p.m. on Wednesday, October 5, 1994 at UJA/Federation.

I plan to bring a guest to the seminar.

Name _____

☐ Yes, I plan to attend the CIJE Board meeting at 9:30 a.m. – 3:00 p.m. on Thursday, October 6 at UJA/Federation.

☐ Sorry, I am unable to attend any of these meetings.

Name (Please print)

Address

City

State/Province

Zip

Phone

Fax

Please return this form by fax to 216-391-5430 or by mail to:

Morton L. Mandel
CIJE
P.O. Box 94553
Cleveland, Ohio 44101

MEMORANDUM

TO: Morton L. Mandel
FROM: Virginia F. Levi
SUBJECT: D'Var Torah for Oct. 6 Board Meeting
DATE: September 29, 1994

*Alan - Please fill in
 the blank & return
 to me, or call, so I
 can get to MLM today.*
G

Following is a list of people who have delivered a D'Var Torah at past meetings of the Commission and the CIJE board:

8/88 - Norman Lamm	8/91 - Bennett Yanowitz
12/88 - Ismar Schorsch	1/92 - Maurice Corson
6/89 - Fred Gottschalk	8/92 - Bill Berman
10/89 - Arthur Green	2/93 - Neil Greenbaum
2/90 - Haskel Lookstein	8/93 - Isadore Twersky
6/90 - Isadore Twersky	4/94 - David Teutsch
11/90 - Yitz Greenberg	
4/91 - Norman Lamm	

Following is a list of board members who have indicated plans to attend the 10/6/94 meeting. (Those marked with ? were not yet certain.)

David Arnow?	MLM
Daniel Bader	Matthew Maryles (in and out)
Bill Berman	Florence Melton
Charles Bronfman	Mel Merians
John Colman	Lester Pollack?
Maurice Corson	Chuck Ratner
Billie Gold?	Esther Leah Ritz
Tim Hausdorff (may be bringing Jim Joseph)	Bill Schatten
David Hirschhorn	David Teutsch
Ann Kaufman	Isadore Twersky
Norman Lamm (in and out)	Bennett Yanowitz
Norman Lipoff (am only)	

In light of the focus of the evening seminar on leadership issues, staff thought it would be useful to ask the person who gives the D'Var Torah to tie things together be relating to that topic. We recommend inviting _____ to do so.

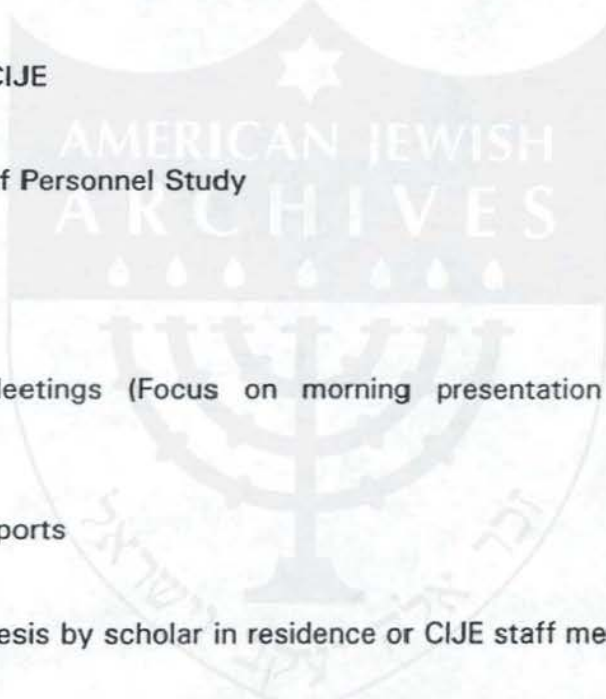
CIJE BOARD OF DIRECTORS

OCTOBER 6, 1994

UJA/FEDERATION OF JEWISH PHILANTHROPIES

10:00 AM TO 4:00 PM

DRAFT AGENDA

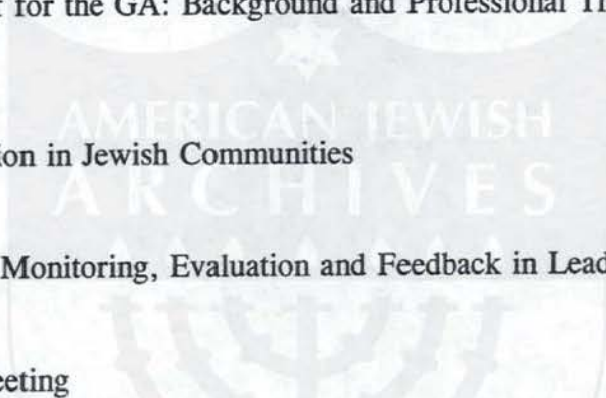
- 
- I. Welcome and Introductory Remarks Morton L. Mandel
 - II. The State of CIJE Alan D. Hoffmann
 - III. Presentation of Personnel Study Adam Gamoran
Ellen Goldring
 - Lunch
 - IV. Committee Meetings (Focus on morning presentation from perspective of committee.)
 - V. Committee Reports
 - VI. Possible synthesis by scholar in residence or CIJE staff member
 - VII. D'var Torah To Be Determined

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Board Committee On Research and Evaluation

October 6, 1994

AGENDA

- I. Introduction
 - II. The Research Brief for the GA: Background and Professional Training of Teachers in Jewish Schools
 - III. Promoting Evaluation in Jewish Communities
 - IV. 1995 Projects for Monitoring, Evaluation and Feedback in Lead Communities
 - V. Focus of Next Meeting
- 

**Summary of Board Subcommittee Meeting on Research & Evaluation
From April 21, 1994**

The meeting was divided into three main segments:

- 1) The first part of the meeting was devoted to reviewing the purpose of the subcommittee and discussing the activities the committee may want to consider over time.

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.

The possible activities that the subcommittee considered are:

- (1) What is the most appropriate mechanisms to translate evidence gathered in Lead Communities into usable knowledge for the rest of North American Jewry? What are the appropriate mechanisms for reaching out to the wider Jewish community in 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 the 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?

- 2) In the second part of the meeting the subcommittee addressed questions to Barry Kosmin. Many of the issues raised by Barry are germane to the work of the subcommittee.

Specific issues for further consideration include:

- (1) How can we best coordinate the research efforts in the North American Jewish community. Should we standardize the instruments various groups are using? Should we coordinate the questions different groups are asking? What is our role within the larger research community, such as JESNA?

- (2) Is there a need for a major longitudinal study in Jewish education?

- (3) What is the place of students and parents in the research agenda of CIJE?

- 3) The third part of the meeting was devoted to clarifying the goals of the subcommittee and reviewing the Monitoring, Evaluation and Feedback Project to date.

Additional areas identified for committee discussion include:

- (1) Communities need help about how to energize their constituencies to raise support for putting research and evaluation in their budgets. In addition, communities need help in setting goals so that they can then turn to the question of evaluation.

- 2) Further discussion is needed about the model presently being used by the MEF team for the study of educators. Is this a good model in terms of working with local communities?

- (3) What can CIJE do to prepare research and evaluation materials for use in Jewish communities in North America? Should workbooks and modules be developed that can highlight the important benefits of the evaluation-minded community?

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Research and Evaluation Committee

Name

Attending 10/6 Meeting?

Esther Leah Ritz, Chair

Yes

David Arnow

?

Ruth Cohen

Yes

Susan Crown

No

X Genine Fidler*

No

Irwin Field

No

Adam Gamoran, Staff*

Yes

Ellen Goldring, Staff

Yes

David Hirschhorn

Yes

Mark Lainer

No

Seymour Martin Lipset

No

Richard Shatten*

Yes

Bennett Yanowitz

Yes

[Expect 7-8 people]



*Not a Board member

Ballroom F

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

EVENING SEMINAR
WEDNESDAY, OCTOBER 5, 1994, 7:45 PM

EXPECTED ATTENDANCE:

Daniel Bader
David Behrman
Mandell (Bill) Berman
Chaim Botwinick
Zuvulun Charlop
Mitch Cohen
Ruth Cohen
John Colman
Maurice Corson
Aryeh Davidson
Terrence Deal
Gail Dorph
Shelly Dorph
Andrea Dubroff
Sylvia Ettenberg
Adam Gamoran
Peter Geffen
Jane Gellman
Judith Ginsberg
Billie Gold
Ellen Goldring
Brian Greene
Charles Halperin
Thomas (Tim) Hausdorff
David Hirschhorn
Stephen Hoffman
Alan Hoffmann
Barry Holtz
Bethamie Horowitz
Carol Ingall
Jim Joseph
Ann Kaufman
Shira Leibowitz
Virginia Levi
Norman Lipoff
Cheryl Magen
Morton Mandel
David Mann
Matthew Maryles
Robin Mencher

Michael Paley
Daniel Pekarsky
Ron Polster
Nessa Rapoport
~~Eduardo Rauch~~
~~Isabelle Rauch~~
Charles Ratner
Ilana Horowitz Ratner
Joseph Reimer
Paul Resnick
Esther Leah Ritz
~~Joan Rosenbaum~~
~~Seymour Rossel~~
Arthur Rotman
David Sarnat
William Schatten
Carl Scheingold
Alvin Schiff
Richard Shatten
Richard Siegel
David Soloff
Louise Stein
Loren Sykes
Rachel Tessler
Jonathan Woocher
Bennett Yanowitz

SHARON KAPLAN
JOSEPH FREEDMAN
ESTHER FISHMAN
JOSHUA FISHMAN

C - file - 10/5-6 Board
mtg. These are tables
used by Adam in
his presentation
b

**COUNCIL FOR INITIATIVES
IN
JEWISH EDUCATION**

FAX COVER SHEET

Date sent: 10/11/94

Time sent: 9:55 am

No. of Pages (incl. cover): 13

To: Ginny Levi

From: Robin Mencher

Organization:

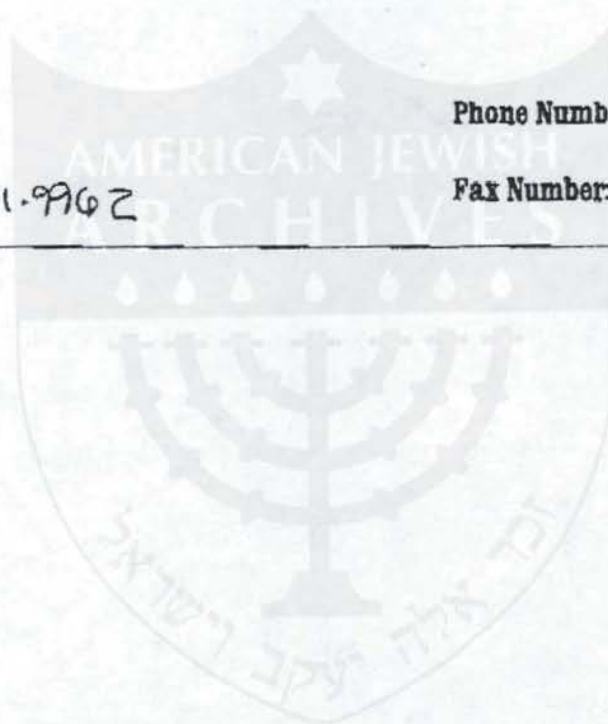
Phone Number:

Phone Number: 212-532-2360

Fax Number: 212-361-962

Fax Number: 212-532-2646

COMMENTS:



...of local health care providers Wednesday.

Gaston's remarks came at a luncheon hosted by the Sixteenth Street Community Health Center, 1032 S. 16th St., as part of Gaston's tour of Milwaukee's community health-care centers.

"You as board chairs and executive directors must be the voices for the disenfranchised," said Gaston, who serves as the head of the US Bureau of Primary Health Care. "You must continue to advocate for them."

Gaston cited data from the National Center for Health Statistics at the Centers for Disease

Control and Prevention. "These are preventable causes of death," she said. "These issues really reflect poverty."

Gaston praised efforts of the local community health-care providers, saying Milwaukee serves as an example of a strong partnership between community health centers and a city health department.

"As a nation, we need to look at models that work," Gaston said. "I'm impressed by the linkages and networking I see here between community-based providers, the Health Department, legislatures and health maintenance organizations."

William R. Hittman is seeking input from all segments of the community as it begins the search process. Hittman left the district in August to become superintendent of the Sheboygan School District.

Badger Executive Search and Outplacement Inc. is looking for residents' comments about what kinds of skills and abilities they think a superintendent should have. To comment, call (800) 236-7704.

The firm, which is being paid \$7,500 by the district, also is meeting with parents, teachers, administrators and board members as part of the search process.

struck a 6-year-old boy on a North Side street Wednesday was in custody Thursday after turning himself in, police said.

The victim, Zysotsky Jackson, was listed in fair condition with head injuries Thursday morning at Children's Hospital of Wisconsin.

standing near the curb near the intersection of N. 24th St. about 4:30 p.m. when a van, headed north, unexpectedly swerved to the side of the roadway and struck the child.

Officials said the driver of the van called police about an hour

car at 9:23 a.m. Tuesday as it crossed the street near S. 961 and W. Greenfield Ave., W. Allis Police Capt. Austin Du said.

He said Kempf had parked her car in the middle of the block and was crossing the street. S

ternal injuries, Dunbar said.

Police would not release the name of the driver involved in the fatal accident. Dunbar said traffic fatalities were automatically submitted to the district attorney for review.

\$500,000 grant boosts Jewish education programs in city

By MARIE ROHDE
Journal religion reporter

A fledgling organization aimed at improving Jewish education in Milwaukee has been awarded \$500,000 over the next five years by the Helen Bader Foundation.

"This is seed money and doesn't solve our funding needs," said Jane Gellman, a co-chairwoman of the organization, Lead Community Initiatives. "But this gift seems to make everything possible."

Lead Community Initiatives was formed about two years ago by Cleveland philanthropist Mort Mandel. Mandel is intensely concerned about the state of Jewish education in North America and finding ways to improve it, Gellman said.

Through Mandel, organizations in Milwaukee, Atlanta and Baltimore were formed with the intent that they would come up with ways to improve Jewish education that could serve as a model for other communities in the nation.

"He was ahead of his time," Gellman said. "He believes that Jewish education is an essential ingredient in getting people to live active lives in the Jewish community."

CONCERNS RAISED ABOUT REPORT

Mandel's concerns predated a national report issued in 1990 that quantified the trend of Jews marrying non-Jews. The report jolted leaders in Jewish communities across the country as observers predicted that a continuation of the trend would result in

a dilution of Jewish identity, both cultural and religious.

Jewish education has widely been seen as a way of maintaining both cultural and religious identity.

But even before the national report was issued, a dramatic growth in Jewish education programs began. Now about a third of area Jewish children are in Jewish day schools and countless others are involved in other religious education programs.

Gellman says her group is in the midst of planning projects to improve education. Key elements of what needs to be done involve building community support for education and improving personnel.

Louise Stein, who co-chairs the Lead Community Initiatives steering committee with Gell-

man, said much work thus far had been aimed at mobilizing the Jewish community and creating a base of volunteer leadership.

"We have a 4,000-year-old heritage that has a value system that has a lot to say about living today," Stein said.

She also noted that Milwaukee's Jewish community strongly supported educational efforts. More than half the money raised in the Milwaukee Jewish Federation's annual fund drive goes to educational efforts, and the bulk of that goes to the day schools.

MORE TEACHERS NEEDED

The Jewish schools have been fortunate in attracting high quality teachers who are dedicated to Jewish education, but more needs to be done to attract and

retain teachers, Gellman said.

"The teachers we have are doing a wonderful job," she said. "But the fact is that every year when school starts, we do lose some of them."

Certainly there are those who truly believe in Jewish education, but Gellman added don't know that an institution can exist forever with just believers.

There haven't been any new teachers, Gellman said.

Although no project has been given a go-ahead, she discussed several that have been proposed including a co-educational day school and a program to help teachers obtain a master's degree in Jewish education through Cleveland College of Jewish Studies.

FROM: THE MILWAUKEE JOURNAL (AN EVENING DAILY, SECULAR PAPER)

WEDNESDAY, OCTOBER 5, 1994

Table 1. Teachers' Experience in Jewish Education

YEARS OF EXPERIENCE	<u>Percentage of Teachers</u>
One year or less	6%
Two to five years	27%
Six to ten years	29%
Eleven to twenty years	24%
More than twenty years	14%

TABLES



Table 2. Teachers' Backgrounds in General Education

SETTING	Degree in Education		Worked in General Education
	<u>From University</u>	<u>From Teachers' Institute</u>	
Day School	48%	19%	48%
Supplementary	47%	6%	55%
Pre-School	47%	15%	50%
ALL SCHOOLS	48%	12%	51%



Table 3. Teachers' Backgrounds in Jewish Studies

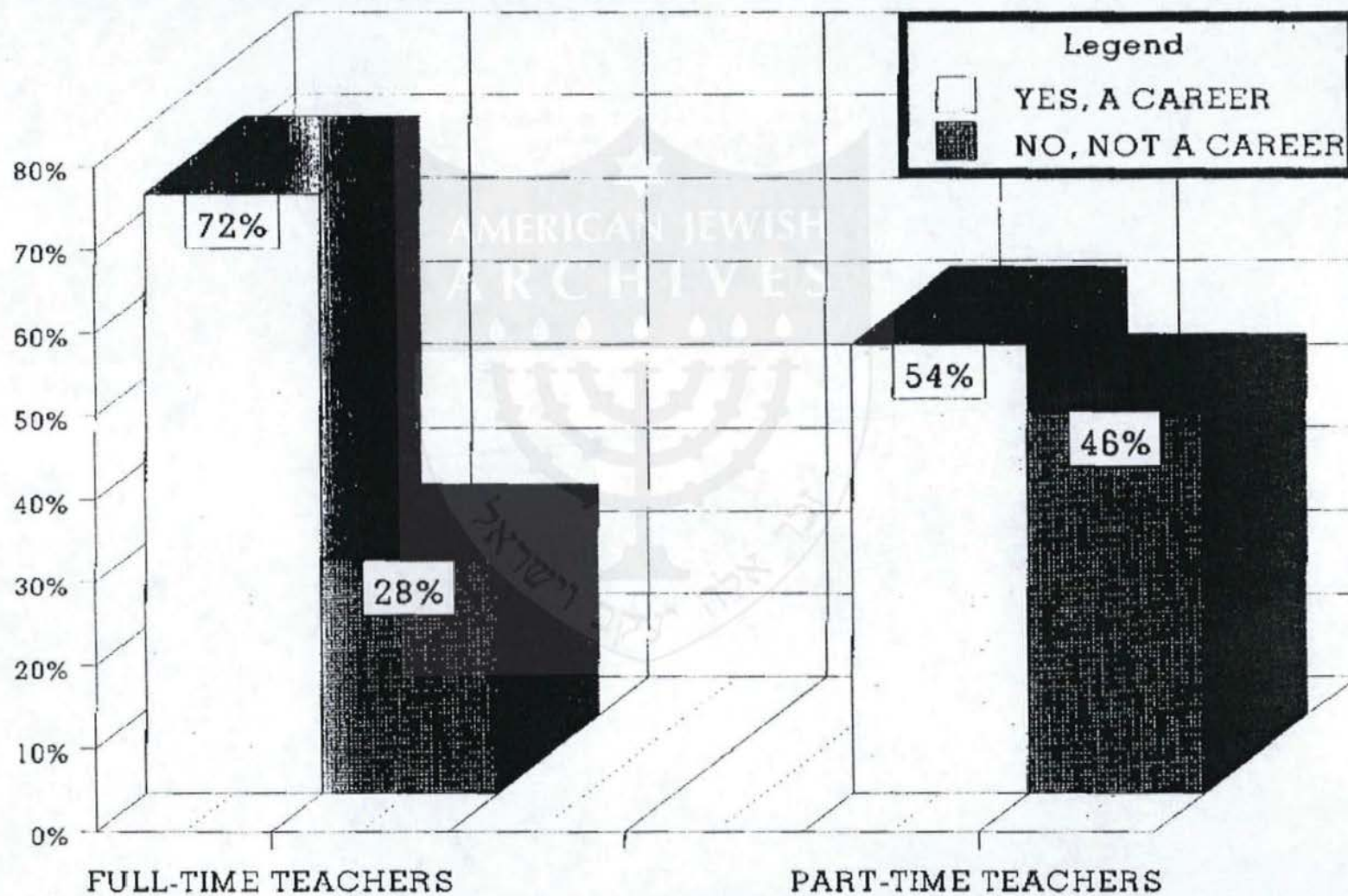
SETTING	<u>Certified in Jewish Education</u>	<u>Major in Jewish Studies</u>
Day School	40%	37%
Supplementary	18%	12%
Pre-School	10%	4%
ALL SCHOOLS	22%	17%



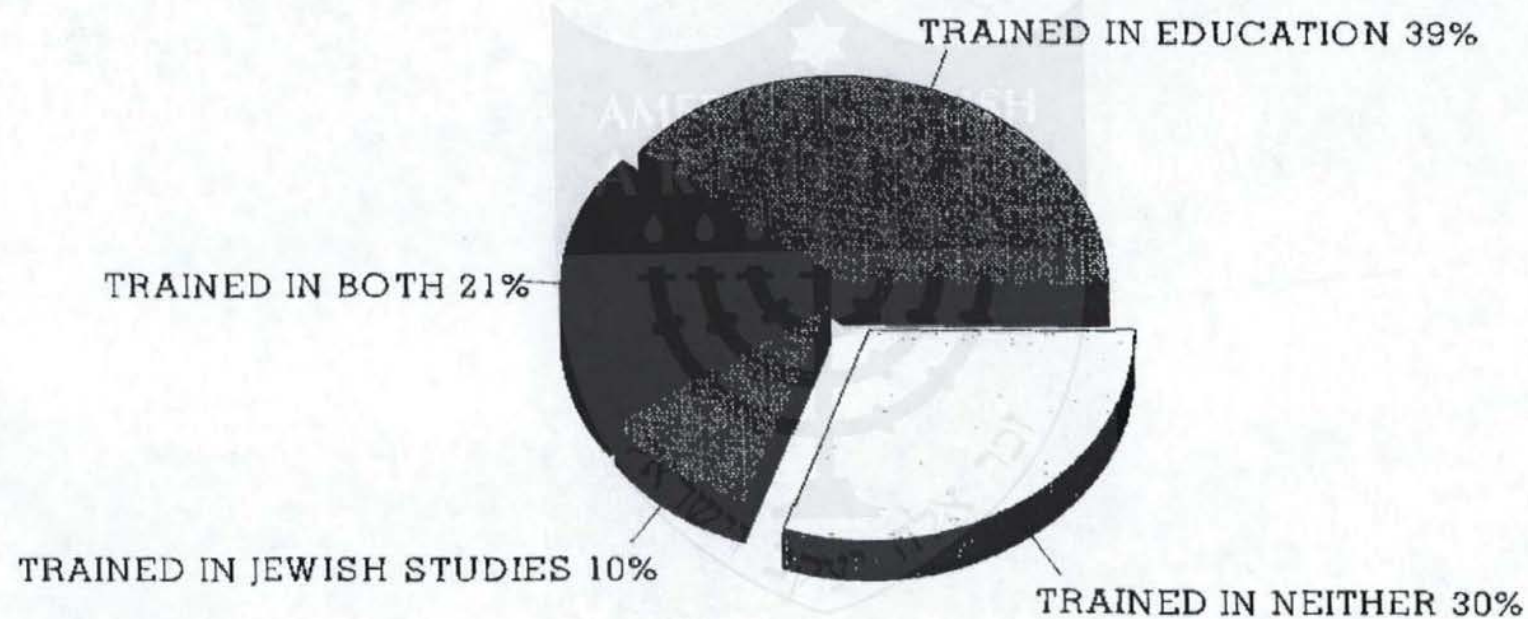
figure 1.

FIGURES

JEWISH EDUCATION AS A CAREER?



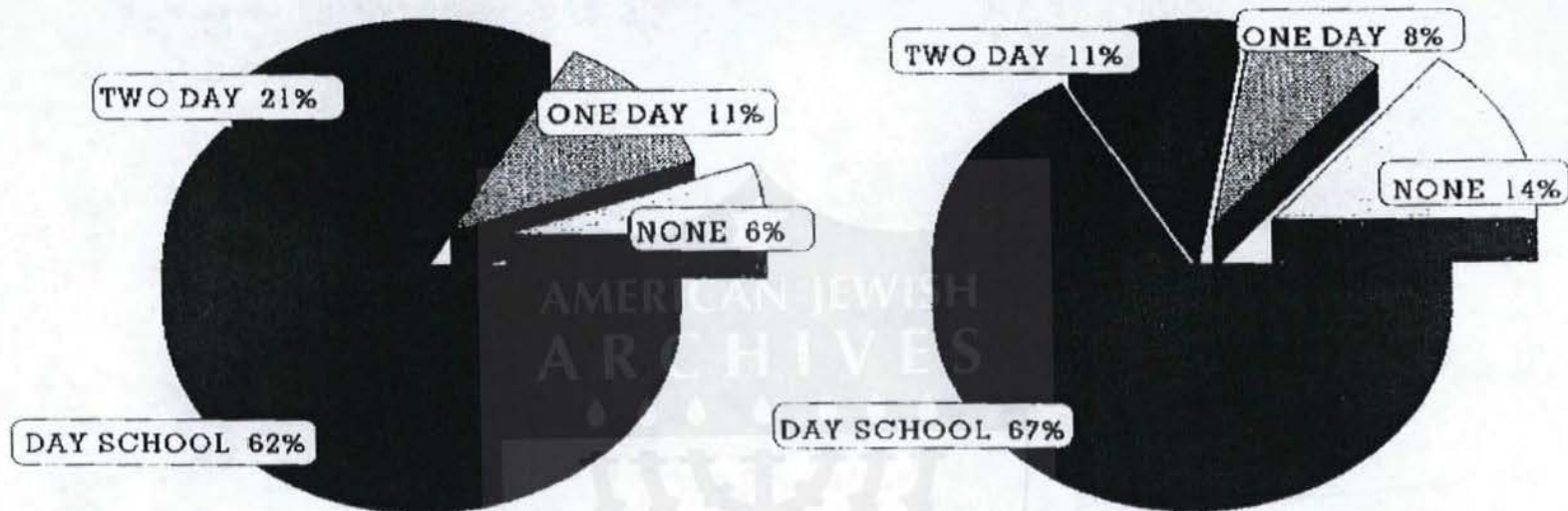
Professional Training of Teachers In Jewish Education



Jewish Education of Day School Teachers

Before 13

After 13



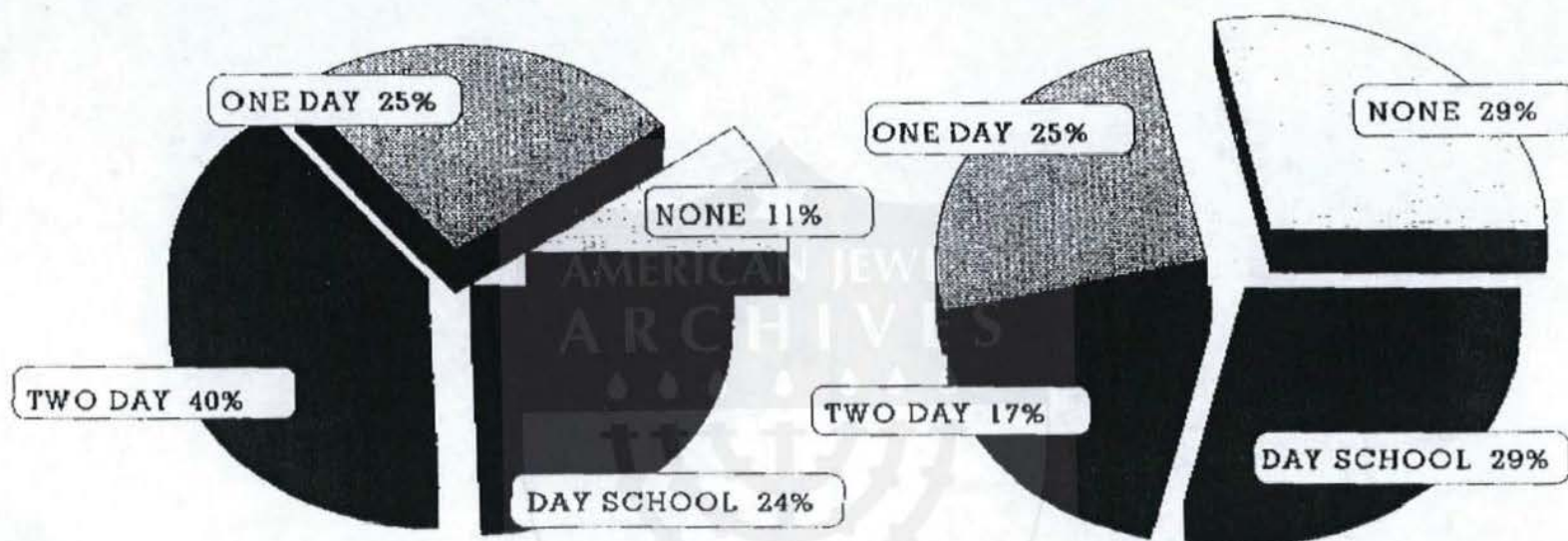
Legend

- NONE - No Jewish Education
- ONE DAY - 1 Day Supplementary School
- TWO DAY - 2 or More Day Supplementary School
- DAY SCHOOL - Day School, School in Israel, Yeshiva or Jewish College

Jewish Educ. of Supplementary Teachers

Before 13

After 13



Legend

- NONE - No Jewish Education
- ONE DAY - 1 Day Supplementary School
- TWO DAY - 2 or More Day Supplementary School
- DAY SCHOOL - Day School, School in Israel, Yeshiva or Jewish College

Jewish Education of Pre-school Teachers

Before 13

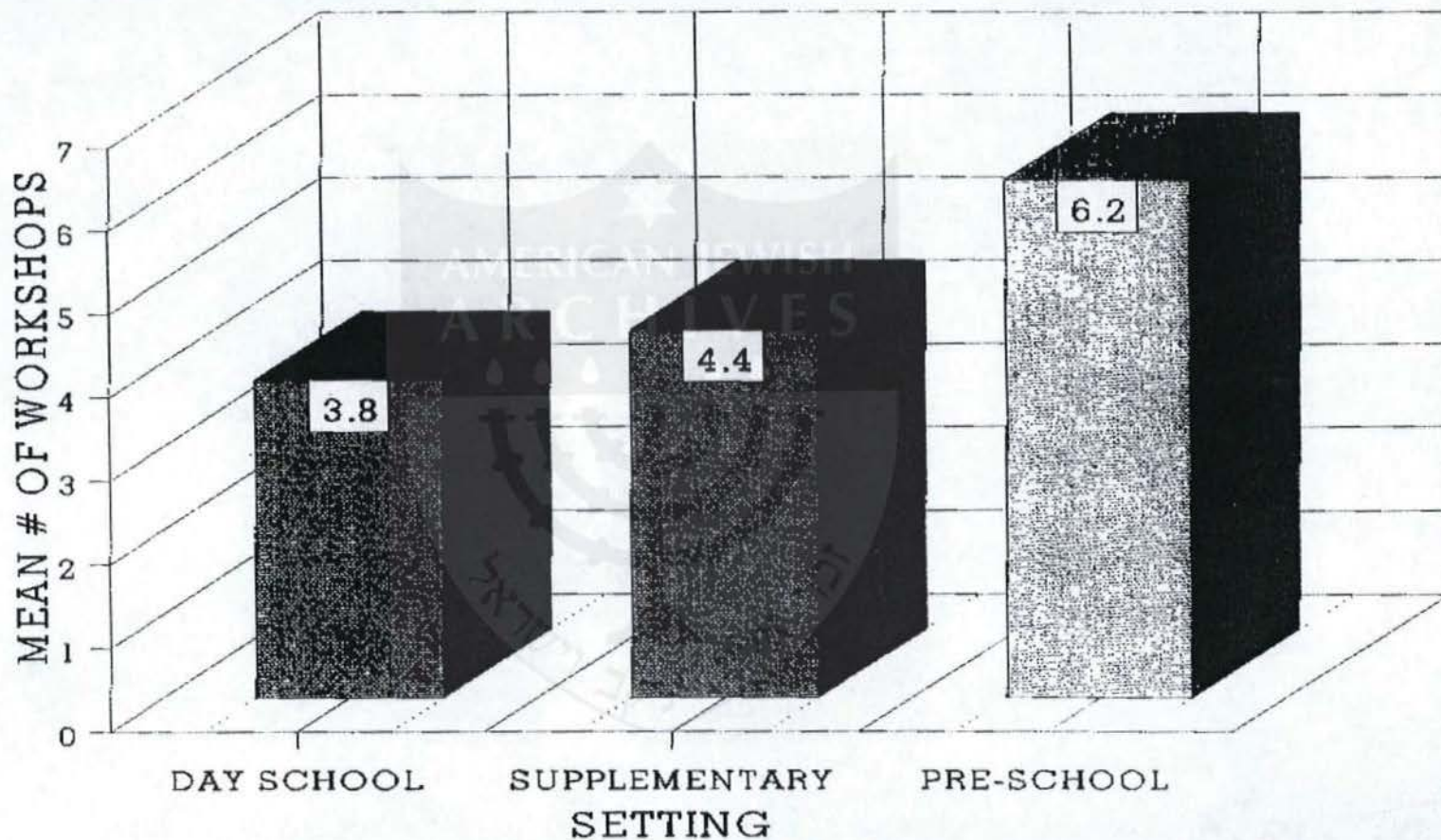
After 13



Legend

- NONE - No Jewish Education
- ONE DAY - 1 Day Supplementary School
- TWO DAY - 2 or More Day Supplementary School
- DAY SCHOOL - Day School, School in Israel, Yeshiva or Jewish College

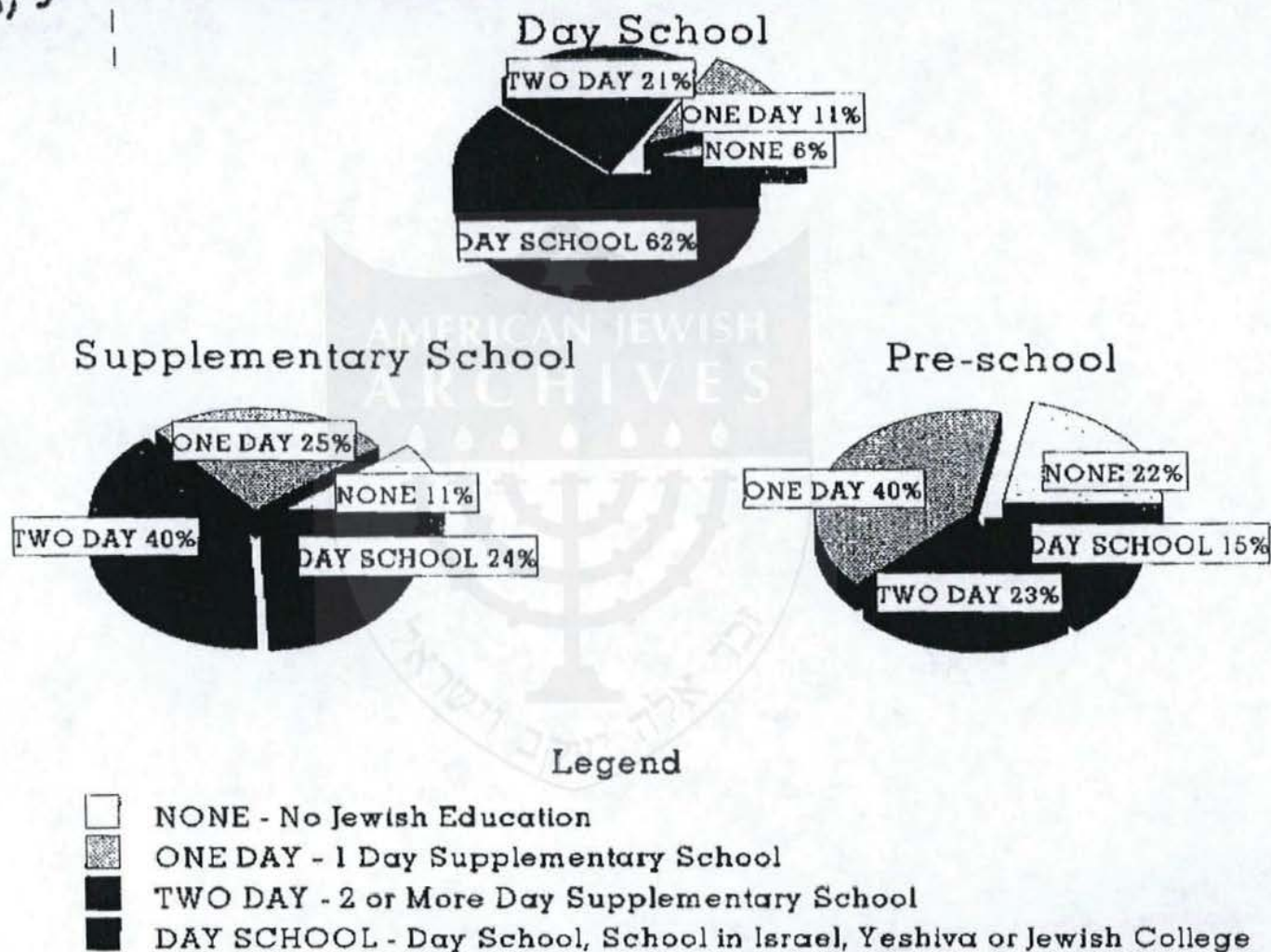
IN-SERVICE WORKSHOPS ATTENDED



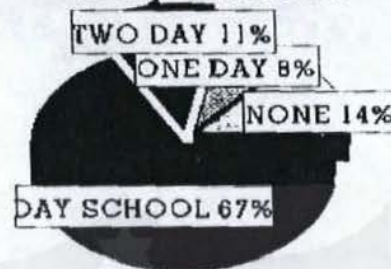
Note: Average # of workshops in the last two years includes only those teachers who responded that they were required to attend workshops and excludes first year educators.

This and the next figure are alternatives to figures 3, 4, 5

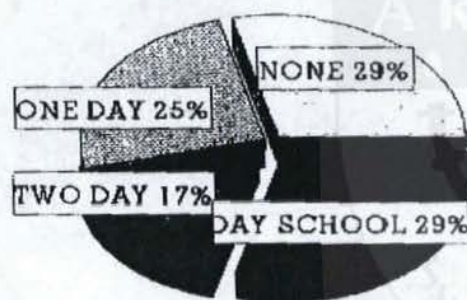
Teacher's Jewish Education Before 13



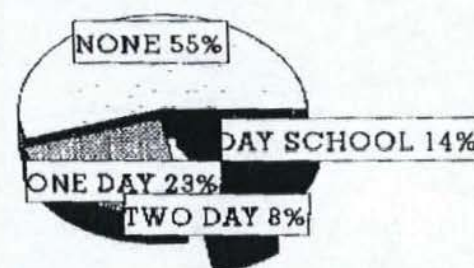
Teacher's Jewish Education After 13 Day School



Supplementary School



Pre-school



Legend

- NONE - No Jewish Education
- ONE DAY - 1 Day Supplementary School
- TWO DAY - 2 or More Day Supplementary School
- DAY SCHOOL - Day School, School in Israel, Yeshiva or Jewish College

Copy of letter
sent to our
Board.



CIJE Council
for
Initiatives
in
Jewish
Education

October 18, 1994

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Executive Director
Alan Hoffmann

Alan Hoffmann
CIJE
15 East 26th St., Rm 1010
New York, NY 10010

Dear Alan,

At our board meeting this month, we were able to present the first results of the extensive research CIJE has undertaken in examining the personnel of Jewish education. I am delighted to enclose two recent articles that represent--on both the communal and continental level--the commitment of visionary leaders to the goal of building the profession of Jewish education in North America.

Under the direction of our board member Daniel Bader, the Helen Bader Foundation has awarded \$500,000 over the next five years to the Milwaukee's Lead Community Initiatives. Such a gift exemplifies the Commission's conclusion in 1990: The revitalization of Jewish education within communities will depend on far-sighted leaders who can provide both the impetus and the resources to make change.

The announcement last week of a \$15 million gift by William Davidson of Detroit to establish a graduate school of education at The Jewish Theological Seminary is a tribute to the leadership of Seminary Chancellor Ismar Schorsch and Chairman of the Board Gershon Kekst, members of the CIJE board who have been strong advocates of the need to redress the crisis in senior personnel within Jewish education.

I believe this is the beginning of an increasing understanding by both policy makers and lay leaders that reform in Jewish education begins with personnel. As we learned from our findings, the background of our teachers is not complete in either Judaica or pedagogy, and yet their devotion to their profession is high. Investment in our educators will yield rich rewards for the entire North American community.

At the GA in Denver, CIJE consultants Professor Adam Gamoran and Professor Ellen Goldring will present the key initial findings of the CIJE personnel study. We are most fortunate that Amnon Rubinstein, Israel's Minister of Education, will address the forum on the topic of forging a new educational partnership between Israel and the diaspora.

I want to take this opportunity to inform you of a CIJE invitational breakfast at the GA, to be held on Friday, November 18, at 7 a.m. Our board and committee members as well as selected guests will be able to meet with the Minister and Drs. Gamoran and Goldring for an open discussion of the findings and their policy implications for us and for Israel. An invitation will follow shortly.

Given the thoughtful planning, study and research that all of us have undertaken in focusing on long-term issues in Jewish education, it is exciting to see our labor begin to bear fruit in both building the profession and rallying communal leadership. May we all go from strength to strength.



Morton L. Mandel

Enclosures



From: *The Milwaukee Journal*, Wednesday, October 5, 1994.

\$500,000 grant boosts Jewish education programs in city

By MARIE ROHDE
Journal religion reporter

A fledgling organization aimed at improving Jewish education in Milwaukee has been awarded \$500,000 over the next five years by the Helen Bader Foundation.

"This is seed money and doesn't solve our funding needs," said Jane Gellman, a co-chairwoman of the organization, Lead Community Initiatives. "But this gift seems to make everything possible."

Lead Community Initiatives was formed about two years ago by Cleveland philanthropist Mort Mandel. Mandel is intensely concerned about the state of Jewish education in North America and finding ways to improve it, Gellman said.

Through Mandel, organizations in Milwaukee, Atlanta and Baltimore were formed with the intent that they would come up with ways to improve Jewish education that could serve as a model for other communities in the nation.

"He was ahead of his time," Gellman said. "He believes that Jewish education is an essential ingredient in getting people to live active lives in the Jewish community."

CONCERNS RAISED ABOUT REPORT

Mandel's concerns predated a national report issued in 1990 that quantified the trend of Jews marrying non-Jews. The report jolted leaders in Jewish communities across the country as observers predicted that a continuation of the trend would result in

a dilution of Jewish identity, both cultural and religious.

Jewish education has widely been seen as a way of maintaining both cultural and religious identity.

But even before the national report was issued, a dramatic growth in Jewish education programs began. Now about a third of area Jewish children are in Jewish day schools and countless others are involved in other religious education programs.

Gellman says her group is in the midst of planning projects to improve education. Key elements of what needs to be done involve building community support for education and improving personnel.

Louise Stein, who co-chairs the Lead Community Initiatives steering committee with Gell-

man, said much work thus far had been aimed at mobilizing the Jewish community and creating a base of volunteer leadership.

"We have a 4,000-year-old heritage that has a value system that has a lot to say about living today," Stein said.

She also noted that Milwaukee's Jewish community strongly supported educational efforts. More than half the money raised in the Milwaukee Jewish Federation's annual fund drive goes to educational efforts, and the bulk of that goes to the day schools.

MORE TEACHERS NEEDED

The Jewish schools have been fortunate in attracting high quality teachers who are dedicated to Jewish education, but more needs to be done to attract and

retain teachers, Gellman said.

"The teachers we have are doing a wonderful job," she said. "But the fact is that every year when school starts, we don't have enough of them."

Certainly there are those who truly believe in Jewish education, but Gellman added: "I don't know that an institution can exist forever with just true believers."

There haven't been any options, Gellman said.

Although no project has been given a go-ahead, she discussed several that have been proposed, including a co-educational high school and a program to assist teachers obtain a master's degree in Jewish education through Cleveland College of Jewish Studies.

American Jews Focus on Preserving Their Identity

A New Gift of \$15 Million for Graduate Studies in Jewish Education Should Help

By DAVID GONZALEZ

For American Jews, the most unsettling news these days doesn't always come from the Middle East. It's a lot closer to home.

One of two Jews now marry outside the faith. Less than half of all American Jews belong to synagogues. And even if the children of Jewish parents do take classes in Judaism, they are likely to be taught by teachers whose own training stopped when they were bar mitzvah.

Against this background of erosion in the identity of American Jews, the Jewish Theological Seminary of America has received a \$15 million gift for a graduate school of Jewish education.

The gift, by William Davidson, a Michigan industrialist who is the majority owner of the Detroit Pistons basketball team; is the largest donation ever made to a single institution of Jewish education in this country.

Dr. Ismar Schorsch, the seminary's chancellor, said he hoped that the gift, to be officially announced today, would send a strong signal that it was time for Jews in America to focus on their own future.



AND THE BUSH
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The logo of the Jewish Theological Seminary of America.

"This is where the battlefield for Judaism is, not the Middle East," Dr. Schorsch said. "The enormous funds that American Jews sent to Israel for its welfare need to be shifted to Jewish education. The most pressing problem for

the survival of world Jewry is the survival of American Jewry."

How to deal with the loss of a distinct identity among American Jews, particularly those of Conservative and Reform backgrounds, has received increased attention from Jewish groups since a 1990 survey found that 52 percent of Jews who married after 1985 did so outside their faith. The survey also showed that only 28 percent of the children of such interfaith unions were being raised as Jews.

Dr. Schorsch said other research shows that only 45 percent of American Jews belong to a synagogue, which is where the vast majority of Jewish children receive education in Judaism in supplementary, or after-school, programs until they reach 13 years of age and are bar or bas mitzvah.

And a survey to be released next month concludes that many of the teachers in those programs have not continued their own education in Judaism after their bar mitzvahs.

"The teaching ranks are thin and poorly prepared," Dr. Schorsch said. "Yet they are the backbone to cultivate and deepen Jewish identity in American

society."

Mr. Davidson, 71, who is the chairman and president of Guardian Industries, the world's fifth-largest glass manufacturing concern, with annual sales of \$1 billion, as well as the majority owner of the Pistons, said he chose to make his gift to the Jewish Theological Seminary because it had already demonstrated a commitment to Jewish education.

The seminary, at Broadway and West 122d Street on the Upper West Side of Manhattan, already has professional programs for rabbis and cantors, as well as an undergraduate college and a general graduate school.

"They have the students and the access to those who would want to do graduate work," Mr. Davidson said. "But they have not up to this point had adequate financing."

Seminary officials said the endowment would be used to build on existing graduate studies in Jewish education; they plan to increase the number of students enrolled in graduate studies in Jewish education to 150 from the current

Continued on Page B10

A Gift to Help American Jews Preserve an Identity

Continued From Page B1

75, beginning in September 1996, and to hire three new full-time faculty members, bringing their total to 10.

In addition to the new graduate school, the endowment will be used to inaugurate continuing education for professionals as well as to start a center for research on Jewish education. (The seminary is not the first school to receive money from Mr. Davidson, who has been the chairman of the United Jewish Appeal for Detroit and is also a past president

of Congregation Shaarey Zedek in Southfield. In 1992, his \$30 million gift endowed the William Davidson Institute at the University of Michigan Business School, which is dedicated to helping nations in Eastern Europe develop free-market economies.)

Nationwide, Dr. Schorsch said, some 30,000 people work in Jewish education, with only 5,000 of them serving in full-time positions. Training is varied and in many cases, no very thorough.

"A huge number of teachers have not much more education than the

students they are teaching," said Alan Hoffmann, the executive director of the Council for Initiatives in Jewish Education. "Most of them are, at best, graduates of Jewish supplementary programs."

Citing a report that will be released next month, Mr. Hoffman said his group surveyed three cities — Baltimore, Atlanta and Milwaukee — and found that only 30 percent of teachers in supplementary schools graduated from Jewish day schools. Almost a third received no further Jewish education after their bar mitzvah, and only a quarter of them received one day a week of instruction after their bar mitzvahs.

Those kinds of data are fueling an intense re-examination of priorities in the American Jewish community, which has responded with commissions, task forces and philanthropic involvement at all levels. Some of those discussions have looked at how to make the profession of Jewish education more attractive.

"The failure for most American Jews is that Judaism is a closed book," said Steven Bayme, national director of Jewish Communal Affairs at the American Jewish Committee. "We always prided ourselves as being people of the book. Unfortunately today our capacity to read a Jewish book in the original language has been sharply diminished. We insist on the highest standards in our secular education, but we have yet to transmit that to our Jewish education."

Approaches have ranged from greater emphasis on sending young people to Israel to initiating synagogue programs for the education of young adults who are starting to have children.

Previous efforts to stimulate Jewish education have included gifts by the Wexner Foundation, which provides fellowships for students in Jewish studies courses.

In New York City, the UJA-Federation is for the first time providing grants directly to synagogues to develop new programs, especially for families. It is part of a larger grant plan to develop programs for camps, community centers and students.

The topic of Jewish continuity will also be a major focus of discussions and workshops at the General Assembly of the Council of Jewish Federations, which is to take place next month in Denver. And after years of studying how they could best help Israel, some of the conference participants will try to learn how Israel can help them, as they listen to an address by the Israeli Minister of Education.

"It's part of a broader question of renegotiating the traditional relationship where Israel was the one in need of help and the wealthy diaspora was coming to Israel's aid," Mr. Hoffmann said. "This area is one where there are huge resources of intelligence and spiritual resources in Israel that could be helpful in the training of educators and strengthening the diaspora community."



Joyce Culver/The New York Times

A gift of \$15 million from the industrialist William Davidson, left, will support graduate studies in Jewish education at the Jewish Theological Seminary of America, whose chancellor is Dr. Ismar Schorsch, right.

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Isadore Twersky
Bennett Yanowitz

Executive Director

Alan Hoffmann

November 11, 1994

Alan Hoffmann
CIJE
15 East 26th St., Rm 1010
New York, NY 10010

Dear Alan,

I am pleased that you were able to attend the CIJE Board, Executive and Steering Committee meetings last month. I believe that CIJE is making good progress and very much appreciate your involvement.

Enclosed are the minutes of the meetings. The report given by Professor Adam Gamoran on the results of our educators survey and the feedback of Board members will serve as the basis of a similar report scheduled for a session at the GA later this month. If you plan to be at the GA, I hope you will join us for that session, scheduled for Thursday, November 17, 3:45 pm in Rooms C201, C205.

Please mark your calendar now for the next two Board meetings. Both will be held at UJA/Federation in New York City, and both will begin with an evening seminar. They are scheduled for April 26-27, 1995 and November 1-2, 1995. I look forward to seeing you there.

Best personal regards.



Morton L. Mandel -- Chair