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**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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Board of Directors. 2 February 1998. Presentation and invitations,  
January 1998-February 1998.

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

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**MEMORANDUM**

**Date:** January 5, 1998  
**To:** Members of the CIJE Board of Directors  
**From:** Lester Pollack, Chair  
**Subject:** February 2 Board of Directors Meeting

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This is a reminder that the next meeting of the CIJE Board of Directors will take place at **15 E. 26th Street, New York** in the **10th floor conference room** on **Monday February 2, 1997**. We will begin the meeting at **9:30 a.m.** and conclude by **4:00 p.m.**

Please call Chava Werber at (212) 532-2360 Ext. 11 with your attendance plans or fax your response to CIJE at (212) 532-2646. I look forward to seeing you then.

# Council for Initiatives in Jewish Education (CIJE)

## Board of Directors

Yes, I plan to attend the CIJE Board of Directors meeting on **Monday, February 2** from **9:30 am - 4:00 pm** at **15 East 26th Street**, in the 10th floor conference room.

Sorry, I will not be able to attend.

Name

Street Address

City

State

Zip

Phone

Fax

Please return this form to (212) 532-2646

CIJE  
15 East 26th Street  
New York, NY 10010-1579

**MOVING FORWARD WITH  
THE CREATION  
OF A NATIONAL CENTER FOR  
JEWISH EDUCATIONAL LEADERSHIP  
AR (JEWEL) / ES**

**The Basic Concept & Workplan**

*January 1998*

## **JEWEL: THE NEED**

**Visionary lay and professional leadership are crucial for bringing about meaningful change in Jewish education. Currently there is a shortage of prepared senior leaders who can inspire shape, alter, and transform communities, institutions and people. Existing programs leave important gaps:**

### **PROFESSIONAL**

- **Almost no opportunities for in-service development**
- **Preservice programs prepare too few leaders to meet demand**
- **No programs for people changing careers**
- **Few programs address the skills needed for leading transformative change in institutions**

### **LAY**

- **No programs focus on lay leadership for Jewish education development**
- **No organized effort to recruit lay people into the field**

## **JEWEL OVERVIEW**

### **PURPOSE**

To provide an integrated approach to the recruitment, placement and development of senior lay and professional leaders who are able to vitalize, energize and influence Jewish education in North America.

### **CONCEPT**

An organization with three closely linked functions

- Recruitment and placement
- Preparation and development
- Plan for personnel needs

Target groups include:

- Professionals (current and potential)
- Lay leaders (current and potential)

## POSSIBLE JEWEL ACTIVITIES FOR LAY AND PROFESSIONAL LEADERS

### Recruitment and Placement

- Matching searches
- Databases, web sites
- Career counseling and planning

### Leadership Preparation & Development

- Long Term Programs
- Fast Track Fellows Program
- Conferences & Retreats
- Alumni Networking
- Institutional Programs

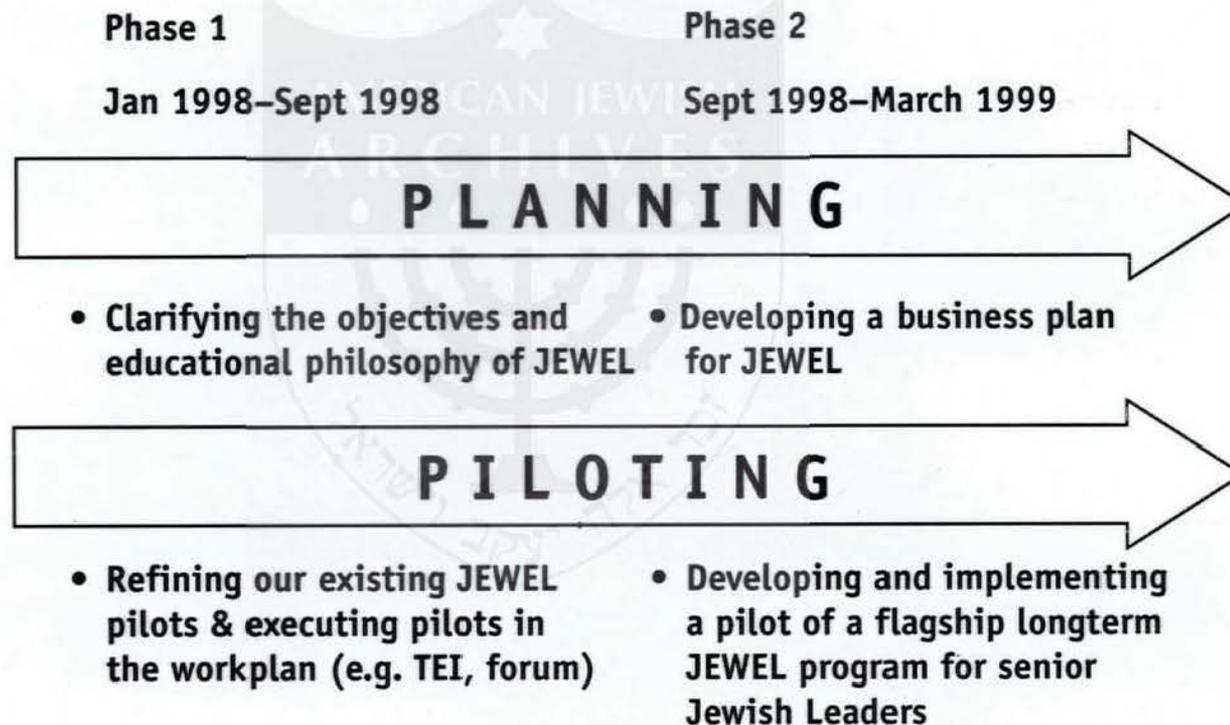
### Personnel Planning

- Community/institutional consultations
- Conferences

## EXAMPLES OF POSSIBLE JEWEL PROGRAMS FOR PREPARATION & DEVELOPMENT OF LEADERS

	LAY	PROFESSIONAL
Long Term Programs	<ul style="list-style-type: none"> <li>• Community-based senior leaders program of studies &amp; mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-Career people; 2–3 year JEWEL flagship program</li> <li>• TEI</li> <li>• Principals Center</li> </ul>
Fast Track Fellows Program	<ul style="list-style-type: none"> <li>• Program to bring Lay People into Jewish Education</li> </ul>	<ul style="list-style-type: none"> <li>• Program to bring people into Jewish education from other fields</li> </ul>
Conferences & Retreats	<ul style="list-style-type: none"> <li>• Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Rabbinic Education Conference</li> </ul>
Alumni Networking	<ul style="list-style-type: none"> <li>• Lay Graduates Network</li> </ul>	<ul style="list-style-type: none"> <li>• TEI Network</li> <li>• Principals Network</li> </ul>
Institutional Programs	<ul style="list-style-type: none"> <li>• Separately or jointly with professionals, content-oriented programs to train &amp; energize organizational leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Programs for developing senior leaders at various organizations (e.g. JCCA, Hillel)</li> </ul>

## SUMMARY OF JEWEL PLANNING PROCESS



## PHASE 1 PLANNING ACTIVITIES

### TIMING

1/98-9/98

### OBJECTIVE

Clarify the objectives, educational philosophy of JEWEL

### KEY ISSUES

- What is our vision of a Jewish educational leader?
- What does an educational leader need to know and be able to do?
- What is our basic philosophy of how leaders are developed?
- How should JEWEL contribute to the development of leaders?

### ACTIVITIES

Data Gathering

- Work with CAPE
- Scan various domains
- Examine needs of field
- Visit best practice sites
- Review feedback from pilots

### END PRODUCTS

A concept paper describing JEWEL

## PHASE II PLANNING ACTIVITIES

### TIMING

6/98-12/98

### OBJECTIVE

Address the practical issues of creating JEWEL as an institution

- Where will JEWEL programs take place?
- How will faculty be recruited?
- How will we build community support and ownership for JEWEL?
- How will it be funded?

### KEY ISSUES

#### Data Gathering

- Review various instructional models
- Review economics
- Review community organization approaches

### ACTIVITIES

Meet with prospective funders

Develop institutional plan

- Prioritize and phase in various aspects

Develop budgets and implementation plan

### END PRODUCTS

A business plan for JEWEL

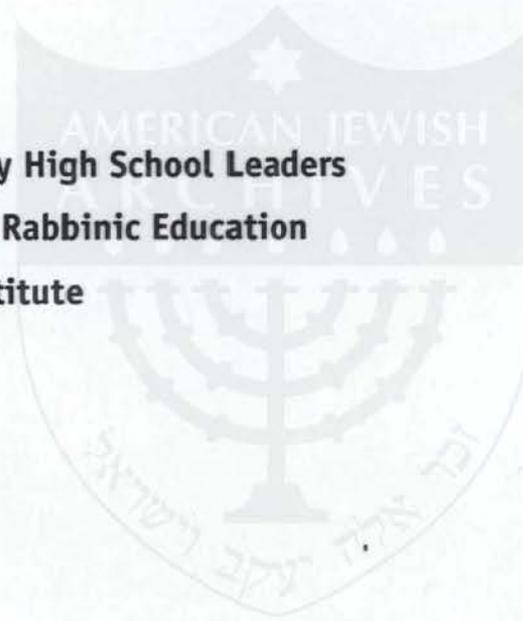
## PHASE I PILOTING ACTIVITIES: CURRENT PILOTS ON THE WORKPLAN

### PROFESSIONAL

- TEI
- Community Day High School Leaders
- Conference on Rabbinic Education
- Evaluation Institute

### LAY & PROFESSIONAL

- Forum
- TEI Cohort 3



## **PHASE II PILOTING ACTIVITIES - DEVELOPMENT OF PROFESSIONAL PILOT FLAGSHIP PROGRAM**

### **DEVELOP A LONG TERM PROGRAM FOR SENIOR LEADERS THAT MIGHT LOOK LIKE:**

- **Two year program for senior educators**
- **4 day session each month beginning winter '99**
- **1st summer - two week seminar**
- **2nd summer - two week seminar in Israel (to be planned in cooperation with CAPE)**
- **Mentored internships**
- **Internet connections and assignments between monthly seminars**

### **KEY ACTIVITIES IN DEVELOPING THE PILOT**

- **Select target audience for pilot**
- **Develop concept and curriculum**
- **Recruit faculty**
- **Recruit participants**
- **Develop feedback and evaluation plan**