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Executive Committee. 26 August 1993, May 1993-August 1993.

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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Chair

Morton Mandel

Vice Chairs

Charles Goodman

Neil Greenbaum

Matthew Maryles

Lester Pollack

TO: CIJE Executive Committee

FROM: Morton L. Mandel, Chair

SUBJECT: Progress Report

DATE: May 28, 1993

Honorary Chair

Max Fisher

Board

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschhorn

Henry Koschitzky

Mark Lainer

Norman Lamm

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

We are pleased to report to you on the activities of the Council for Initiatives in Jewish Education since the last Board meeting on February 25. The next Executive Committee and Board meetings are scheduled for 9:30 a.m. to 4:00 p.m. on Thursday, August 26, at UJA/Federation of Jewish Philanthropies, 130 East 59th Street, New York City. Please save the date.

Lead Communities

The Lead Communities Project remains the focus of CIJE activities, and in each of the three Lead Communities--Atlanta, Baltimore and Milwaukee--activities are under way to develop these cities as local laboratories for Jewish Education.

In Atlanta, under the able chairmanship of Dr. William Schatten and with the strong leadership of Board member Gerald Cohen, the Commission on Jewish Continuity has begun its work on the Lead Community Project and in the development of lay and professional leadership for Atlanta's education agenda for the year 2000.

In Baltimore the official "launch" of the project will take place in the Fall under the leadership of Leroy Hoffberger. This initiative will closely follow the release of the community's Strategic Plan for Jewish Education, an ambitious undertaking that has taken some four years to complete, and has involved all aspects of Jewish education in the community. The CIJE project will now focus on the personnel and community mobilization aspects of this plan.

In Milwaukee the Commission on Visions and Initiatives in Jewish Education, the local Lead Communities coordinating body, has been actively led by co-chairs Louise Stein and Jane Gellman. They have assembled and are working with a Steering Committee and a local Commission that represents many of the elements of the Milwaukee Jewish community. With the support of the Helen Bader Foundation, Milwaukee has a full-time professional director of the Lead Communities Project.

Each of the three communities has been visited several times over the past several months by the CIJE staff and consultants, and we are pleased with the partnerships and the collaboration that have begun.

This report is being written just days following the conclusion of a most productive working seminar of the key professional leadership of the communities, with staff and consultants of the CIJE. The agenda was developed in collaboration with the three communities, so that following the meetings in Cleveland each of the communities and the CIJE would have a calendar and action agenda for the year ahead.

In addition to informative updates from the field researchers on progress in each of the communities, the topics and issues focused on systemic approaches to change through the "enabling options" (personnel development and community mobilization) and the integration of the CIJE projects-- Best Practices; Monitoring, Evaluation and Feedback; and a new project being designed to help the communities set long term goals with the involvement of the institutional and denominational resources marshalled by the CIJE.

Best Practices Project

Critical to the success of the Lead Communities Project are the continuing activities of the CIJE in the area of Best Practices. Since the Annual Meeting, the project has been active in the implementation of best practices in supplementary schools, and in the development of consultations in the areas of day schools and college campus activities. We anticipate the publication -- in the coming months--of the materials on Early Childhood education, an area that has been identified as of concern and interest to the communities and the field. To date, the day school consultation has involved educators from the Orthodox community--convened by Yeshiva University--and the Conservative movement through the efforts of the Solomon Schechter Day School Association. Similar consultations involving the Reform community and community day schools will be convened in the near future. The campus consultation was convened by the Hillel Foundation and included Hillel directors and campus professionals from throughout the country. Additional meetings are planned in both areas.

Monitoring, Evaluation and Feedback

The Field Researchers have been in their assigned communities since the project began, collecting baseline data for use in monitoring progress and providing feedback to both CIJE and the communities as we move ahead. Community representatives worked with CIJE consultants to design an educators survey to be administered this spring (in Milwaukee) and next fall (in Atlanta and Baltimore). The results, when analyzed, should provide us with extremely useful information on which to base our plans for future personnel training.

So far, so good. We look forward to sharing more detail on these activities at our August 26 meeting in New York.

Warmest personal regards.

7/6/93

CIJE EXECUTIVE COMMITTEE MEETING

August 26, 1993

AGENDA

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

I. Introductory Remarks

MLM

II. Progress Report

ARH

III. *Informal Review of*
Plans for '93 - '94

A. Hoffmann

~~IV. Development Report by AJN (If we have a Blaustein or Jim Joseph gift to report)~~

~~V. Budget for 1993~~

A. Hoffmann

We should end agenda after item III.

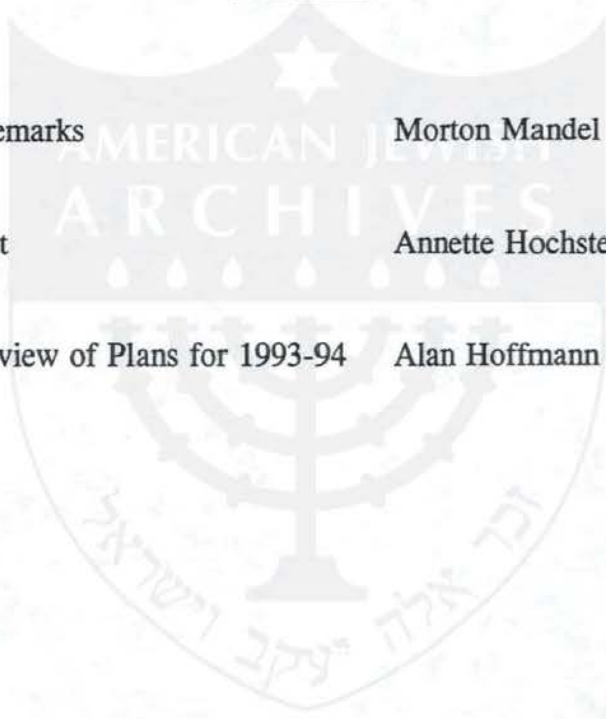
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*USE
Full names*

**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
EXECUTIVE COMMITTEE MEETING**

August 26, 1993
10:00 - 12:00 Noon

AGENDA

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- I. Introductory Remarks Morton Mandel
 - II. Progress Report Annette Hochstein
 - III. Preliminary Review of Plans for 1993-94 Alan Hoffmann

CHAIRMAN'S NOTES

I. INTRODUCTORY REMARKS

A) WELCOME PARTICIPANTS

- 1) DAVID HIRSCHHORN WHO IS RECOVERING FROM SURGERY ASKED ME TO TELL YOU THAT HIS IS SORRY. HE CANNOT BE WITH US - VERY INVOLVED AND INTERESTED IN OUR WORK.

- 2) *LESTER POLLACK*
- B) ALTHOUGH ANNETTE WILL GIVE US A PROGRESS REPORT AND BRING US UP-TO-DATE AS TO DEVELOPMENTS SINCE OUR LAST EXECUTIVE COMMITTEE MEETING (PARTICULARLY IN THE AREA OF LEAD COMMUNITIES, BEST PRACTICES AND THE MONITORING, EVALUATION AND FEEDBACK PROJECT) THERE IS ONE AREA THAT I WOULD LIKE TO REPORT ON AND THAT IS THE DEVELOPMENTS IN THE AREA OF THE STAFF OF THE C.I.J.E.

C) DWELL UPON IMPORTANCE OF TALENTED COMMITTED FULL TIME STAFF.

- 1) FORTUNATE THAT WE WERE HELPED BY STEVE HOFFMAN, ART ROTMAN AND H.L.Z.

D) ALL ON EXECUTIVE COMMITTEE PARTICIPATED IN DECISION TO CHOOSE EXECUTIVE DIRECTOR.

- 1) ALAN D. HOFFMANN - EXECUTIVE DIRECTOR

ALAN HOFFMANN HAS BEEN THE DIRECTOR OF THE MELTON CENTRE FOR JEWISH EDUCATION IN THE DIASPORA AT THE HEBREW UNIVERSITY, JERUSALEM SINCE 1986. AS DIRECTOR, HE HAS DEVELOPED TRAINING PROGRAMS IN FORMAL AND INFORMAL JEWISH EDUCATION. THE CENTRE'S SENIOR EDUCATORS PROGRAM HAS THUS FAR PROVIDED NORTH AMERICA WITH SOME 60 GRADUATES WHO OCCUPY KEY POSITIONS IN A VARIETY OF COMMUNITIES, WHILE ITS SUMMER INSTITUTE PROVIDES ONGOING STAFF DEVELOPMENT FOR MAJOR U.S. DAY SCHOOLS. ALAN HAS BEEN RESPONSIBLE FOR THE DEVELOPMENT OF CURRICULA, AND HAS SUPERVISED AN ELABORATE RESEARCH PROGRAM IN JEWISH EDUCATION. HE HAS PROVIDED CONSULTATION SERVICES TO SCHOOLS AND TO EDUCATIONAL NETWORKS THROUGHOUT NORTH AND SOUTH AMERICA.

ALAN WILL ASSUME HIS POSITION ON AUGUST 15, 1993.

- 2) THREE YEARS - FULL TIME AND FIND REPLACEMENT. ALAN WILL TELL US ABOUT THE TWO OTHER OUTSTANDING MEMBERS OF THE STAFF, BARRY HOLTZ AND GAIL DORPH.

E) HOPEFUL ABOUT FUTURE, NOT ONLY ABOUT LEAD COMMUNITIES BUT ABOUT THE REST OF C.I.J.E. AGENDA, THE BUILDING BLOCKS:

- A) PERSONNEL
- B) COMMUNITY

C) RESEARCH

WILL DISCUSS THESE AT OUR NEXT MEETING.

F) COMMENTS, QUESTIONS

G) REFER TO SHULAMITH ELSTER AND THANK HER

II. ANNETTE WILL BRING US UP-TO-DATE ON DEVELOPMENTS SINCE FEBRUARY.

(ANNETTE WILL REPORT ON LEAD COMMUNITIES, TRAINING INSTITUTIONS AND DENOMINATIONS, BEST PRACTICES AND MONITORING AND EVALUATION PROJECTS)

(DISCUSSION)

(THANK M.I. STAFF FOR HELP AND DESCRIBE NEW ROLE)

III. WORK PLAN A. HOFFMAN

ALAN WILL SHARE HIS FIRST THOUGHTS WITH US ABOUT THE NEXT YEAR AT THE C.I.J.E. AND INTRODUCE HIS STAFF

(DISCUSSION)

IV. YOU WILL HAVE TO TAKE A DECISION ABOUT REPORTING ABOUT BUDGET

(YOU SHOULD REPORT THAT YOU ARE ENCOURAGED BY DAVID HIRSCHHORN ADDITIONAL GIFT OF \$100,000 A YEAR FOR 2 YEARS FOR THE MONITORING AND EVALUATION PROJECT)

V. CONCLUDING REMARKS (YOUR HOPES FOR THE FUTURE)

MINUTES: CIJE Executive Committee

DATE OF MEETING: August 26, 1993

DATE MINUTES ISSUED: September 22, 1993

PRESENT:

Committee Members: Morton Mandel (Chair), Mandell Berman, Charles Bronfman, John Colman, Mark Lainer, Matthew Maryles, Melvin Merians, Charles Ratner, Esther Leah Ritz

Consultants and Staff: Seymour Fox, Annette Hochstein, Stephen Hoffman, Alan Hoffmann, Virginia Levi (Sec'y)

I. Introductory Remarks

The chair opened the meeting by expressing the regrets of Charles Goodman, Neil Greenbaum, David Hirschhorn and Lester Pollack for their inability to be present. He wished Mr. Hirschhorn a speedy recovery from his recent surgery.

Mr. Mandel expressed his pleasure at now having a full-time executive of the highest quality. He noted that Alan Hoffmann has taken a three-year leave from Hebrew University to direct the work of CIJE, effective August 15. He noted that Alan's acceptance of this appointment serves to validate the work of the Commission and he reported that one of the major tasks Alan Hoffmann will undertake is to identify his successor during his three year term.

The chair then expressed his gratitude to Seymour Fox, Annette Hochstein, Steve Hoffman, Art Rotman and the many people who have worked to bring CIJE along, in the absence of a full-time executive. He also expressed his gratitude to Shulamith Elster for two years of service to CIJE and reported that she has taken a position as Professor of Jewish Education at Baltimore Hebrew University. She will continue to have contact with CIJE in that capacity.

The chair concluded his remarks, noting that with a staff now in place, CIJE has the "engine" to move our efforts ahead.

II. Progress Report

The chair then turned to Annette Hochstein for a report on progress since the February meeting. She noted that two major challenges had been raised at the last board meeting:

First: Since the creation of CIJE, first Steve Hoffman then Art Rotman guided the work of the organization, while continuing in their full-time positions. CIJE clearly needed a full-time professional head.

Alan Hoffmann has now accepted the top position.

Second: Concern had been raised about the slow progress in the Lead

Communities. Since February much progress has been made.

1. CIJE staff visited each of the Lead Communities several times between February and August, working with local lay and professional leaders to move planning forward, and to begin laying concrete groundwork.
2. Two meetings between CIJE professional staff and representatives of all three Lead Communities were held during the six-month period. During the first meeting, agreement was reached on methods of working together and lines of communication. This has resulted in a much smoother process. The second meeting focused on content, and resulted in a much better understanding of directions and mutual goals.
3. Within the Lead Communities the following has been accomplished:
 - a. A wall-to-wall coalition of lay and professional leaders has been or is being established in each community. These have begun meeting in Atlanta and Milwaukee and the first meeting of the Baltimore group was scheduled for September.
 - b. CIJE has recommended that each community appoint a staff person to the project on a full-time basis. Milwaukee has done so, Baltimore has given a current staff person responsibility for the project on a part-time basis, and Atlanta is searching for a person to staff the project.
 - c. All three communities have begun to identify issues, and project visions.
 - d. CIJE is working with Reform, Orthodox and Conservative denominational training institutions on how they can help their constituencies in the Lead Communities.
 - e. Both quantitative and qualitative surveys of personnel have been designed. They have already been administered in Milwaukee and are scheduled in Atlanta and Baltimore. They should provide a complete picture of the current personnel situation in each community, and allow each to plan for its most pressing needs. Among the preliminary findings are the following:
 - (1) A very high proportion of Jewish educators has not visited Israel.
 - (2) The Jewish educators as a group are, in some communities, a more stable work force than previously thought. Their needs can thus be addressed more easily because of that stability.

As a result of the work of the past six months, the agendas of the Lead Communities are taking shape. Local leadership is

beginning to be mobilized for Jewish education. In addition, the communities are in the process of determining steps to take to improve the quality of their personnel.

Discussion

In the discussion that followed Esther Leah Ritz reported having met with Adam Gamoran, director of the Monitoring, Evaluation and Feedback Project. The project has begun to gather baseline data and documentation in each community. It looks at what is presently happening, and how the educational process works. This will help us understand and evaluate the process from its inception. Esther Leah noted that a field researcher has been placed in each of the communities and that the documentation of this start-up phase is complete. She suggested that the monitoring process serves as an "audit trail" and that we are building into each Lead Community the capacity for self-evaluation, through the feedback we can provide them.

A question was raised about the impact of the current recession on fundraising in the Lead Communities. It was suggested that a good idea will attract support, and that this has happened in Milwaukee. In times like this, communities have to make a decision about how to spend current dollars more effectively.

In response to a question about how people in the communities are reacting to outside intervention, it was reported that this is a joint learning process. There is a core of people in each community with a clear interest and desire to work closely with CIJE. We continue to work with that core to transmit the goals and standards of CIJE to a broader base of community members.

It was noted that we are breaking new ground on how a continental entity with a strong point of view can have impact at the local level. By agreeing to become Lead Communities, they have agreed to "buy in" to CIJE's idea of how they should operate. While the communities initially expected CIJE to come to them with "a pot of gold," despite frequent indications to the contrary, they are becoming clearer on CIJE's role in contributing expertise and a concept. The communities now understand and accept the centrality of the building blocks identified by the Commission: community mobilization and personnel. These will be among the top priorities in their strategic plans.

A question was raised about what denominational training institutions can do for CIJE. It was reported that they are being asked to provide improved training opportunities to meet the needs of educators currently in the Lead Communities. In addition to the training institutions of the movements, general universities can also be tapped. For example, Atlanta is working with Emory University to engage talented, interested faculty in the process. It was also suggested that the involvement of the movements goes beyond the training institutions to the other central educational organizations of each movement.

It was suggested that as new Lead Communities are identified, it would be useful to involve lay and professional leaders from the initial Lead Communities in order to help smooth the process.

III. Preliminary Review of Plans for 1993-94

Alan Hoffmann began his remarks by noting that his work with CIJE is a direct continuation of his work at the Melton Centre for Jewish Education in the Diaspora, of Hebrew University. Much of his work at the Melton Centre has related to the process of effecting change on an institutional basis. He looks forward to the opportunity to think about change for Jewish continuity through Jewish education on an even larger scale.

He also noted that the work of CIJE is being closely watched by those concerned with Jewish continuity in other parts of the world. What happens in North America will have a significant impact on what happens elsewhere in the world.

Alan noted that he begins his assignment with CIJE with a major asset: its highly competent staff. He introduced the members of the core staff as follows:

- A. Barry Holtz, who has been working with CIJE on a part-time basis, has now joined full-time. He will continue his work on best practices, in addition to other assignments, particularly supervising the introduction of pilot projects in Lead Communities.
- B. Gail Dorph has come from the University of Judaism, where she has been in the forefront of teacher training. She will be working closely with the Lead Communities.
- C. Adam Gamoran of the University of Wisconsin and Ellen Goldring of Vanderbilt University are coordinating the Monitoring, Evaluation and Feedback Project. Working with them are field researchers Roberta Goodman in Milwaukee and Julie Tammivaara in Baltimore. A new field researcher is being sought for Atlanta.
- D. Virginia Levi serves as the point of contact and "mission control" for the enterprise.

A second ring of staff includes the following consultants:

- E. Seymour Fox, working on visions and goals.
- F. Annette Hochstein, working with the Monitoring, Evaluation and Feedback Project.
- G. Steve Hoffman, working with community process.
- H. Daniel Pekarsky, helping communities and institutions to set goals and visions.
- I. Shmuel Wygoda, on personnel development.

Work Plan for CIJE

CIJE is much more than the Lead Communities Project. Its major objectives are the following: