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Executive Committee. 21 April 1994, April 1994.

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

EXECUTIVE COMMITTEE MEETING

April 21st, 1994

CHAIRMAN'S NOTES

8.30-9.30

I. INTRODUCTORY REMARKS (MLM)

A. INTRODUCTIONS:

- MAYNARD WISHNER IS A NEW MEMBER OF THE EXECUTIVE.  
YOU MAY WANT TO THANK CORKY GOODMAN FOR THE RECORD.
- CHARLES BRONFMAN AND MARK LAINER HAVE SENT THEIR  
APOLOGIES

B. GO THROUGH THE BOOK OF THE EXECUTIVE COMMITTEE.

- C. - THIS BOARD MEETING IS IMPORTANT MILESTONE AS IT  
REPRESENTS A NEW STAGE IN CIJE'S ROLE AS A MAJOR  
CONTINENTAL PLAYER IN JEWISH EDUCATION
- IN AUGUST WE INTRODUCED A NEW STAFF WHICH WAS  
BEGINNING THAT DAY.  
TODAY WE HAVE NOT ONLY AN OFFICE IN NEW YORK,  
STATIONERY (AND EVEN A BROCHURE), BUT WE WILL BE  
REPORTING ON THE PROCESS OF CREATING AN INDEPENDENT  
LEGAL ENTITY.
  - THE COMMISSION AND ITS SUCCESSOR, CIJE, WERE

CREATED TO BE OWNED BY THE ENTIRE NORTH AMERICAN JEWISH COMMUNITY AND WE ARE NOW WELL ON OUR WAY.

- THE CREATION OF A PROGRAM STEERING COMMITTEE COMPOSED OF OUR COMMITTEE CHAIRS AND THE FORMATION OF BOARD COMMITTEES IS ANOTHER PART OF THIS PROCESS.
- AT THIS MEETING YOU WILL GET A SENSE OF WHAT CIJE IS DOING, BOTH IN OUR LABORATORIES AND ULTIMATELY WITH ALL OF NORTH AMERICA.

## **II CIJE STAFF**

- FUNCTION OF THE EXECUTIVE TO BE UPDATED ABOUT CIJE STAFFING. ALAN HOFFMANN WILL GIVE US A QUICK REVIEW OF OUR STAFF AT PRESENT, BOTH FULL-TIME AND CONSULTANTS.

## **III WORK PLAN**

- WE ARE PRESENTLY STILL IN AN INTERIM YEAR. MLM HAS ASKED THE STAFF TO WORK ON A LONG-RANGE 10-YEAR "TOTAL VISION" DOCUMENT WHICH IS STILL IN A VERY ROUGH FORM. EVENTUALLY WE WILL BRING IT TO THE EXECUTIVE. AT THAT STAGE THE ANNUAL WORK PLAN WILL BE DERIVED FROM THE TOTAL VISION AND REPRESENT ONE YEAR'S STEP TOWARDS THAT PLAN. THE 1995 WORK PLAN WILL REPRESENT THAT THINKING.

**V. LEGAL STRUCTURE OF CIJE**

THIS IS CONNECTED WITH THE PREVIOUS ISSUE AND IS PART OF OUR BUILDING CIJE AS AN INDEPENDENT LEGAL AND FISCAL ENTITY WITH ITS OWN OFFICE AND OFFICERS.

RICHARD SHATTEN WILL GIVE A BRIEF REPORT OF WHERE WE ARE IN THIS PROCESS.



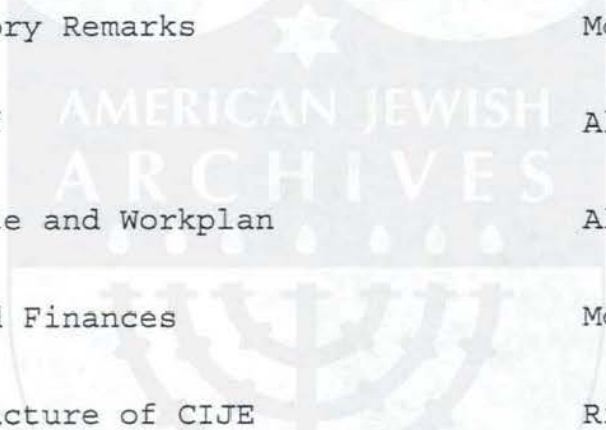


# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

## Executive Committee

April 21, 1994  
8:30 - 9:30 AM

## AGENDA

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|------|--------------------------|--------------------|
| I.   | Introductory Remarks     | Morton L. Mandel   |
| II.  | CIJE Staff               | Alan D. Hoffmann   |
| III. | 1994 Update and Workplan | Alan D. Hoffmann   |
| IV.  | Budget and Finances      | Morton L. Mandel   |
| V.   | Legal Structure of CIJE  | Richard A. Shatten |

S E C O N D     D R A F T

T H E   C I J E   -   1 9 9 4   W O R K P L A N

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The CIJE was created by the North American Commission on Jewish Education with a highly focussed mission which incorporated three major tasks. These are: Building the profession of Jewish education; Mobilizing Community Leadership for Jewish education and Jewish continuity; developing a Research Agenda while at the same time securing funding for Jewish educational research. These so-called "building blocks" all involve major long-term improvements in infrastructure for the North American Jewish Community and so the Commission mandated the creation of Lead Communities. These are development and demonstration sites where, by mobilizing the leadership of the local community and by radically improving the quality of personnel for Jewish education, significant systemic change and impact could be shown to be possible relatively quickly while the national infrastructure was undergoing major reform.

The CIJE Steering Committee is presently in the process of developing a multi-year strategic vision which will articulate clear goals and benchmarks in each of the major areas of its work with specific objectives in each area. This strategic vision will constantly be revisited and revised as CIJE begins to engage its own committees in reviewing both direction and implementation. The first iteration of this multi-year vision should be completed by October 1994 and the 1995 annual workplan of the CIJE will flow directly from this process.

The 1994 Annual Workplan is, therefore, a bridge into this long-range process. It is anchored in the immediate realities of CIJE's present commitments but it also looks towards a much more focussed multi-year perspective.

The second half of 1993 saw the major investment of the resources of the CIJE in three Lead Communities - Milwaukee, Baltimore and Atlanta - with a clear objective of winning the trust of the communities and accelerating the processes of local coalition-building and of moving towards a Personnel Action Plan in each of the communities.

A working hypothesis of this 1994 workplan is that while the Lead Communities remain prime arenas for development and exploration of critical issues for North American Jewish education, CIJE's role is to engage a much wider circle of communities in benefitting from our experience in the Lead Communities. Also, our involvement in Lead Communities raises and will continue to raise issues and opportunities where response is most useful at a continental level.



During 1994 this principle will direct CIJE into forging new partnerships with an ever-widening circle of communities while brokering with national agencies in providing support to this process. This will lead to a redeployment of staff resources and this process will have to be carefully monitored.

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The present core staff of CIJE has not yet completed one full annual cycle of implementation so that the following workplan must be regarded as somewhat tentative and ungrounded in prior experience. It is an outline for 1994 priorities but doubtless will need modulation and revision as the year unfolds.

Components of the 1994 workplan:

- A. CIJE POLICYMAKING: STEERING COMMITTEE, COMMITTEE SYSTEM, BOARD, EXECUTIVE COMMITTEE
- B. DEVELOPING LAY LEADERSHIP FOR JEWISH CONTINUITY
- C. LEAD COMMUNITIES PROJECT
- D. BEST PRACTICES PROJECT
- E. CONTENT
- F. RESEARCH
- G. COMMUNICATIONS AND DISSEMINATION
- H. 1995 WORKPLAN AND BUDGET

EXECUTIVE COMMITTEE MEETING  
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
APRIL 21, 1994  
8:30 A.M. - 4:30 P.M.  
CENTER FOR JEWISH STUDIES (CUNY)  
NEW YORK CITY

Attendance

Executive Committee: Morton Mandel, Chair, John Colman, Billie Gold, David Hirschhorn, Stephen Hoffman, Alan Hoffmann, Melvin Merians, Lester Pollack, Charles Ratner, Esther Leah Ritz, Richard Shatten, Maynard Wishner, Virginia Levi, Secty.

Copy to: Mandell Berman, Charles Bronfman, Mark Lainer, Matthew Maryles

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I. Introductory Remarks

Morton Mandel, chair, opened the meeting by welcoming Maynard Wishner, new chairman of the Council of Jewish Federations and, in that capacity, vice-chair of CIJE. He reminded those present that the vice-chairs of CIJE are the chief volunteers of the organizations with which we have been working most closely since the Commission on Jewish Education in North America. He noted CIJE's ongoing interest in working closely with other national agencies with a similar interest, and especially with CJF, JCCA, and JESNA. Now that the CIJE staff is in place, work has begun to optimize these relationships and work together effectively.

The chair also introduced Richard Shatten, new Executive Director of the Mandel Family Philanthropic Program.

The chair reminded those present that the role of the Executive Committee is to consider management issues for CIJE while the Board of Directors makes policy decisions. The Board is currently comprised of 37 members, each of whom has been appointed to serve on one of the four Board committees which will take responsibility for specific aspects of CIJE's work. The Board remains in formation and will probably grow somewhat in the months ahead.



A programmatic steering committee has been formed. Its members include the chairs of the Board committees and members of the CIJE staff. The Steering Committee will coordinate the work of the committees to insure that each is aware of what the others are doing.

## II. CIJE Staff

Alan D. Hoffmann, Executive Director of CIJE, reviewed for the Executive Committee current CIJE staffing.

Gail Z. Dorph - formerly Director of the School of Education at the University of Judaism in Los Angeles, now serves as CIJE's arm in the Lead Communities. She has consulted extensively in the communities and is working with the core planning group in each. She is working to help the communities move forward on issues relating to content and personnel. She staffs the Board committee on Building the Profession.

Adam Gamoran and Ellen Goldring - on the faculty of the University Wisconsin and Vanderbilt University, respectively - serve as consultants on research, monitoring, and evaluation. In addition to supervising and directing the Monitoring, Evaluation and Feedback Project in the Lead Communities, they are thinking through our agenda on research and, together, staff the Board committee on Research and Evaluation.

Barry W. Holtz - on a two year leave from a faculty position at the Jewish Theological Seminary of America. His work focuses on the Best Practices Project. He is working to develop models of personnel and pilot programs for local implementation. He staffs the Board committee on Content and Program.

Virginia F. Levi - serves as administrative coordinator for the work of CIJE.

Daniel Pekarsky - on the faculty of the University of Wisconsin, a philosopher of education and consultant with CIJE. He is melding interests in Jewish education and the philosophy of education in his work on the Goals Project. He has visited the Lead Communities to discuss the project and is working with the Mandel Institute in Jerusalem on a summer goals institute.

Stephen H. Hoffman - Executive Director of Jewish Community Federation of Cleveland - consultant, advisor, and troubleshooter on issues on community organization.



Seymour Fox - working with staff and consultants at the Mandel Institute in Jerusalem to think through concepts of what it means to be an educated Jew. Much of this work serves as the basis for the Goals Project.

Annette Hochstein - working with CIJE on issues of planning.

Roberta Goodman, William Robinson, Julie Tammivaara - full-time field researchers, one located in each of the Lead Communities, to work on monitoring evaluation and feedback.

Alan D. Hoffmann, Executive Director - most recently Executive Director of the Melton Research Center at Hebrew University, now directing the work of CIJE for a period of three years. He staffs the Board committee on Community Mobilization.

### III. 1994 Update and Work Plan

Mr. Hoffmann reported that work is under way on a multi-year planning process for CIJE. In the interim, a 1994 work plan has been drafted. Following are some highlights.

As background, Mr. Hoffmann noted that the goal articulated by the report of the Commission on Jewish Education in North America was to bring about systemic change in Jewish education in North America by changing trend lines. The task of the Commission was to establish what our strategic position should be. The Commission began by identifying a long list of programmatic approaches, then stepped back to determine the common pre-conditions for change in these programmatic areas. Two basic pre-conditions were identified: 1) building the profession - noting that we need more qualified and deeply committed people in the profession of Jewish education; and 2) community mobilization - noting that the lay leadership must be committed to the centrality of Jewish education for Jewish continuity in order to create the environment necessary for building the profession. As the Commission worked to understand the current state of Jewish education, it became clear how little data there was to support its theories. As a result, a third pre-condition was identified: the need to set an agenda and undertake research in the field of Jewish education. The fourth recommendation of the Commission was to establish Lead Communities as local sites where we could demonstrate that change could be accomplished.

It was apparent in August 1993, when the current CIJE staff was brought on board, that the energy of CIJE in its formative months had been focused almost exclusively on work



with Lead Communities. We were in danger of having our laboratories be our only story. CIJE is now re-focusing its work, with the Lead Communities remaining one significant segment of the work of CIJE.

Work currently underway includes the following:

- Four Board committees have been established to develop policy recommendations for presentation to the Board. It is anticipated that additional involvement in the work of CIJE will be generated through further appointments to these committees. The committees will focus on 1) building the profession, 2) content and program, 3) community mobilization, 4) research and evaluation.
- A plan for the mobilization of lay leadership is currently being developed. CIJE will work closely with CJF, JCCA, JESNA, and other national organizations, including those representing the denominations, to develop a joint strategic plan for lay leadership mobilization.
- Work in the Lead Communities has progressed to the point where initial research is being analyzed for use in developing local action plans. CIJE has begun to think about when and how to share what is being learned in the laboratories with other communities. Discussions are underway with potential partners in the dissemination of our findings.
- The following issues have been identified over the past eight months:
  1. As we work with local federations towards the establishment of coalitions, we have discovered how difficult it is to achieve reform within a context oriented toward consensus building.
  2. It is a challenging task for an intermediary organization to foster change. We are discovering that there is a fine art to prodding without over-reaching.
  3. The issue of identifying funding for the implementation of action plans for change in the Lead Communities must be addressed in the months ahead. A team of CIJE lay and professional leaders recently met with their counterparts in Milwaukee for initial discussions on how the outcomes of the personnel study can lead to local action. This conversation and similar ones in Atlanta and Baltimore will need to be moved forward in the near future.