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Executive Committee. 5 October 1994, October 1994.

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

**EXECUTIVE COMMITTEE
WEDNESDAY, OCTOBER 5, 1994, 6:00 PM**

EXPECTED ATTENDANCE:

Mandell (Bill) Berman
John Colman
Billie Gold
David Hirschhorn
Stephen Hoffman
Alan Hoffmann
Ann Kaufman
Virginia Levi
Morton Mandel
Matthew Maryles
Nessa Rapoport
Charles Ratner
Esther Leah Ritz
Richard Shatten



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

EXECUTIVE COMMITTEE

[UJA/FEDERATION, OCTOBER 5, 6.00 - 7.30]

Agenda

- | | |
|---------------------------------------|-----|
| 1. Introduction. | MLM |
| 2. Staff. | ADH |
| 3. CIJE Committee Structure | MLM |
| 4. CJF-JESNA-CIJE Relationship. | SHH |
| 5. CIJE Incorporation and Tax status. | RAS |
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CHAIRMAN'S NOTES

NOTE: WE ARE EXPECTING SOME LATECOMERS (E.G. BILLY GOLD AT 6.20. WE ARE SERVING FISH FOR DINNER.

SUGGEST THAT EVERYONE EAT AND AS SOON AS MEMBERS HAVE THEIR MEAL, WE SHOULD BEGIN THE BUSINESS OF THE MEETING.

1. INTRODUCTION

- INTRODUCE ANNE KAUFFMAN
- NEW FORMAT FOR OUR BOARD MEETING. BEGINNING WITH A SEMINAR ON A TOPIC OF CENTRAL IMPORTANCE TO CIJE. THIS EVENING WILL HAVE AN OPPORTUNITY TO HEAR FROM ONE OF THE LEADING THINKERS ABOUT LEADERSHIP -

PROF. TERRENCE DEAL OF VANDERBILT UNIVERSITY. OUR DISCUSSION WILL RELATE TO THE ISSUES IN LEADERSHIP FROM A JEWISH COMMUNAL AND EDUCATIONAL PERSPECTIVE WHICH HIS PRESENTATION RAISES

- TOMORROW OUR FOCUS WILL CONTINUE TO BE ON THE ISSUE OF PERSONNEL, WITH A PRESENTATION ON THE OUTCOMES OF THE REPORT FROM THE CIJE PERSONNEL STUDY PREPARED BY ADAM AND ELLEN. THIS WILL ALSO BE THE FOCUS OF THE COMMITTEE MEETINGS TOMORROW.
- ROLE OF THE EXECUTIVE COMMITTEE: TO BE THE ADDRESS FOR MANAGEMENT AND FISCAL ISSUES OF THE CIJE. WE WILL REPORT ON THOSE THIS EVENING

2. STAFF

- CALL ON ADH TO REPORT ON STAFF
- ADH WILL REVIEW ALL OUR STAFF AND CONSULTANTS AND WILL HAND OUT A PAGE WITH ALL OUR STAFFING
- WITHIN THIS OVERVIEW, ADH WILL INTRODUCE NESSA

3. COMMITTEE STRUCTURE

- SINCE JANUARY CIJE HAS BEEN DEVELOPING A STRUCTURE BOTH FOR STAFF AND BOARD WHICH MORE ACCURATELY REFLECTS ITS MISSION.
- HAVE DEVELOPED FOUR AREAS WHICH TOGETHER REPRESENT ALL AREAS OF CIJE'S WORK:
 - BUILDING THE PROFESSION
 - CONTENT AND PROGRAM (GOALS AND BEST PRACTISES)
 - RESEARCH AND EVALUATION
 - COMMUNITY MOBILIZATION
- ALL BOARD MEMBERS HAVE BEEN DIVIDED INTO THESE COMMITTEES AND EACH HAS A CORE STAFF MEMBER ASSIGNED (EXCEPT FOR RESEARCH AND EVALUATION WHOSE STAFF IS PART-TIME). THE WORKPLANS OF THE COMMITTEES WILL BECOME THE COMBINED WORKPLAN OF CIJE
- INTEND TO INVITE ADDITIONAL LEADERS TO JOIN THESE COMMITTEES WHICH WILL EVENTUALLY DEVELOP A LIFE OF THEIR OWN

4. CJF-CIJE-JESNA

- OVER PAST SIX MONTHS STEVE HOFFMAN, JON WOCHER AND ALAN HOFFMANN HAVE BEEN MEETING INTENSIVELY WITH MARTY KRAAR TO HELP CJF RESPOND TO JEWISH CONTINUITY AND JEWISH EDUCATION AS AN EMERGING TOP PRIORITY OF THE FEDERATED SYSTEM.

CALL ON STEVE HOFFMAN

CJF HAD INITIATED A COMMISSION ON IDENTITY AND CONTINUITY WHICH BY ITS NATURE IS TIME LIMITED AND CJF WANTED TO EXPLORE A PERMANENT MECHANISM WITHIN CJF FOR THIS AGENDA. IT LOOKS AS THOUGH THE COMMISSION IS DRAWING TO A CLOSE AND WILL HAVE FINISHED ITS BUSINESS WITHIN THE COMING FEW MONTHS.

CJF, JESNA AND CIJE ARE DEVELOPING A DESIGN FOR A STANDING PRESENCE WITHIN THE CJF SYSTEM. SOME KIND OF A HIGH LEVEL COMMITTEE ON JEWISH EDUCATION AND CONTINUITY. THIS IS ALSO A REFLECTION OF A HIGH DEGREE OF COOPERATION BETWEEN THE CIJE AND JESNA STAFFS

6. INCORPORATION AND TAX STATUS

- RICHARD SHATTEN TO REPORT

*file Exec Comm
mtg 10-5-94
N.Y. IAJA-PED.*

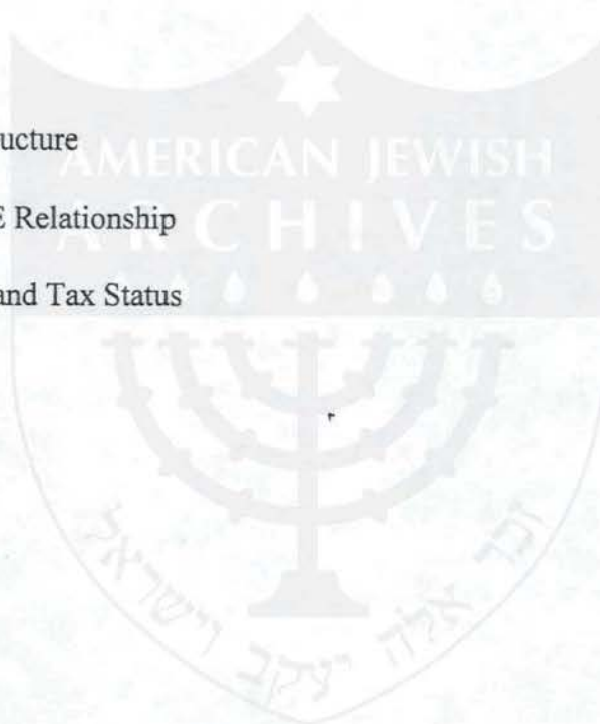
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OCTOBER 5, 1994

AGENDA

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| I. Introduction | Morton Mandel |
| II. Staff | Alan Hoffmann |
| III. CIJE Committee Structure | Morton Mandel |
| IV. CJF - JESNA - CIJE Relationship | Stephen Hoffman |
| V. CIJE Incorporation and Tax Status | Richard Shatten |



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Staff and Consultants - 1994

Core Staff

Alan D. Hoffmann	Executive Director
Gail Z. Dorph	Building the Profession
Barry W. Holtz	Program and Content
Virginia F. Levi (on loan)	Administration
Nessa Rapoport	Community Mobilization

Consultants

Prof. Walter Ackerman	Educational Organization
Prof. Seymour Fox	Goals Project
Prof. Adam Gamoran	Monitoring, Evaluation and Feedback
Prof. Ellen Goldring	Monitoring, Evaluation and Feedback Educational Leadership
Annette Hochstein	Planning Senior Personnel Development
Stephen Hoffman	Community Organization
Prof. Daniel Pekarsky	Goals Project

Field Researchers

Roberta Goodman	Milwaukee
Dr. Bill Robinson	Atlanta
Dr. Julie Tamivaara	Baltimore
Robin Mencher	CIJE New York secretary

Nessa Rapoport was born in Toronto, Canada. She graduated from the University of Toronto and the University of London, England, in 1974, and did doctoral work in English literature at the City University Graduate Center in New York.

In 1978 she joined Bantam Books, where, from 1980 to 1990, she was a senior editor. Editing both fiction and non-fiction, she specialized in autobiography. Among the national bestsellers she edited were Keeping Faith: Memoirs of a President, by Jimmy Carter; Iacocca: An Autobiography, by Lee Iacocca, which became the bestselling book of the 1980s; and Ferraro: My Story, by Geraldine A. Ferraro. She has also taught at several university writers' programs and publishing workshops, including Radcliffe, Dartmouth, and UCLA-Irvine.

Her first novel, Preparing for Sabbath, was published by William Morrow & Co. in 1981, reprinted by Bantam Books in 1982, and reissued by Biblio Press in 1988, with an introduction by Rosellen Brown.

With Ted Solotaroff, she edited Writing Our Way Home: Contemporary Stories by American Jewish Writers (Schocken Books, 1992). She also co-wrote the screenplay for Saying Kaddish, a one-hour network drama, starring Tovah Feldshuh and Phyllis Newman, that aired nationally on ABC in March 1991 and was re-broadcast in prime time on PBS in 1993 and 1994.

Nessa Rapoport's next work, A Woman's Book of Grieving, was published by William Morrow & Company in May 1994.

A winner of the Chateleine Fiction Competition in Canada, Rapoport has published several short stories, including the title story of the anthology of American-Jewish women's writing, The Woman Who Lost Her Names (Harper & Row, 1980), which is included in Writing Our Way Home. Her essays and reviews have appeared in a variety of magazines and newspapers, most recently New York Woman and The New York Times.

She is a frequent speaker on topics of Jewish culture and imagination.

From 1991 to 1994, she was Associate Director of Communications at The Jewish Theological Seminary of America. She is also a founder and board member of The Jewish Healing Center, a national service, education and resource organization whose mission is to meet the spiritual needs of Jews living with illness, in conjunction with normative medical care.

In the fall of 1994, she joined the Council for Initiatives in Jewish Education (CIJE) as Leadership Development Officer.

EXECUTIVE COMMITTEE MEETING
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
October 5, 1994
UJA/FEDERATION OF JEWISH PHILANTHROPIES OF NEW YORK
NEW YORK CITY

Present: Morton Mandel, Chair, Mandell Berman, John Colman, Billie Gold,
David Hirschhorn, Stephen Hoffman, Alan Hoffmann, Ann Kaufman,
Matthew Maryles, Charles Ratner, Esther Leah Ritz, Richard Shatten,
Virginia Levi, Secy.

Copy to: Charles Bronfman, Mark Lainer, Melvin Merians, Lester Pollack,
Maynard Wishner

I. Introductory Remarks

Morton Mandel opened the meeting, welcoming all participants and introducing Ann Kaufman as a new member of both the Board and Executive Committee in her capacity as president of JCCA. He noted that JCCA has moved forward quickly and effectively in modifying its mission to include a focus on Jewish education for systemic change and serves as a fine example for others.

The chair reported that the evening program, beginning with the Executive Committee meeting and concluding with a seminar for board members and others, is an experiment. Its purpose is to provide an evening of content for our board on an issue of mutual concern. Both the evening program and board meeting the following day were designed to focus on our interest in Building the Profession. The centerpiece presentation to the board of an integrated report on the personnel studies undertaken in our Lead Communities is a preview of a presentation which will be made at a forum at the GA in November. The chair reminded the Executive Committee members that the Board serves as the decision-making body of CIJE and that the purpose of the Executive Committee is to handle management issues, particularly those related to personnel, budget, and legal matters.

II. Review of Staff

The chair introduced Alan Hoffmann, executive director of CIJE since August, 1993. He noted that the appointment of a full-time director has been important in moving CIJE ahead, and that he is particularly grateful to Alan for his important contributions.

Mr. Hoffmann reported that over the past year the staff has crystallized as functions have been clarified. CIJE now has a base in New York, housed in the offices of JCCA.

The job definitions of the small group of core staff members have changed somewhat over the past year to reflect the major thrusts of the Commission report. Gail Dorph has taken responsibility for our work on building the profession. Barry Holtz staffs CIJE's Program and Content domain as he continues to work on best practices.

It became evident as the staff was organized in this manner that our work on mobilizing community support for Jewish education also required specific staff support. It was felt that part of the focus of community mobilization should be on communication as a means of mobilizing leadership and Nessa Rapoport was recruited to fill this function. Her own experience in writing and editing, and her strong Jewish education background combine to provide CIJE with the capacity to tell our story and develop a systematic plan for community mobilization for Jewish Education.

In addition to its core staff, CIJE has identified a number of consultants who provide part-time support. Walter Ackerman, the foremost historian of Jewish education in North America, will work with CIJE over the next year to develop a monograph which will analyze the restructuring of Jewish education in North America over the past several years. Seymour Fox and Annette Hochstein will continue to work with CIJE on the Goals project, on senior personnel development, and on general planning. Adam Gamoran and Ellen Goldring serve as co-directors of the monitoring, evaluation and feedback project, as each continues in a full-time faculty position at their own university. Steve Hoffman continues to provide guidance in the area of community organization. Daniel Pekarsky is directing the CIJE project on goals.

CIJE also employs three full-time field researchers, supervised by Adam Gamoran and Ellen Goldring. It has been CIJE's belief that every community should have the capacity to monitor and evaluate its own work and that this should ultimately be a local community function. We anticipate that the work of the field researchers will continue, but that it will become the responsibility of the local communities.

Robin Mencher has recently joined the CIJE staff as Secretary of the New York Office.

In the discussion that followed it was noted that the process of monitoring, evaluation and feedback is of very clear value to the local communities. It is our hope that the experience of working with field researchers will have convinced communities of its value. In Milwaukee, a five-year grant from the Bader Foundation will support an evaluation component in the work being done in that community. It was suggested that a community will have acknowledged the importance of research and evaluation when it establishes a line item in its budget for this work. The role of CIJE with respect to monitoring, evaluation and feedback should be to set standards and provide guidance and develop "evaluation-mindedness" in North American communities.

It was suggested that it is often difficult to identify people to engage in evaluation. However, with the field of public education setting standards and measuring performance, there should be a cadre of trained professionals. It was noted, in fact, that UCLA has a program which trains people to do this work.

III. CIJE Committee Structure

It was reported that CIJE has four board committees, each with a lay chair and each staffed by CIJE staff or consultants. Following is a list of the committees, their chairs and staff:

- A. Building the Profession - Morton Mandel, Acting Chair; Gail Dorph, Staff
- B. Content and Program - John Colman, Chair; Barry Holtz and Daniel Pekarsky, Staff
- C. Community Mobilization - Charles Ratner, Chair; Alan Hoffmann, Steve Hoffman, and Nessa Rapoport, Staff
- D. Research and Evaluation - Esther Leah Ritz, Chair; Adam Gamoran and Ellen Goldring, Staff

IV. CJF-JESNA-CIJE Relationship

Steve Hoffman reported that the CJF Commission has helped CJF to rethink its role in leadership of the Federation movement with respect to Jewish education and Jewish continuity. CIJE has joined with CJF and JESNA in discussions of how the federated system might address the challenges and provide leadership in the process of change for Jewish education. CJF has expertise in community organization, while JESNA and CIJE can offer talented pools of resources in content. The CJF commission will most likely result in the establishment of a standing committee on Jewish education to move CJF forward in its work on Jewish education. It has been agreed that CIJE and JESNA will provide staff support to this committee.

As additional evidence of cooperation among the three organizations, Jonathan Woocher has been invited to join the CIJE Steering Committee and CIJE has joined in planning for the GA. This cooperative approach should help to keep the Jewish education agenda in the forefront of the Federation movement. Additional continental partners like the JCCA should be brought into this process.

V. CIJE Incorporation and Tax Status

Richard Shatten reported that CIJE has been incorporated in Ohio and has filed for tax exempt status. By January, 1995, CIJE should be an independent, tax-exempt entity. In the interim, it is functioning as an arm of other nonprofits.

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