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3

Senior Policy Advisors. 21 March 1991, March 1991.

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

1750 Euclid Avenue
Cleveland, Ohio 44115
216/566-9200 Fax 216/861-1230

(Temporary Address)

Honorary Chair
Max M. Fisher

Chair
Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

February 19, 1991

Dear :

I know that you are familiar with the work of the Commission on Jewish Education in North America and with the decision to create the Council for Initiatives in Jewish Education to implement the Commission's recommendations. We are now putting together a group of senior policy advisors to help us move the process forward. I hope that you will join this process by becoming a senior policy advisor.

I've been working with Dr. Shulamith Elster, Chief Education Officer, and others to set priorities and begin determining how to implement recommendations. We are now ready to share our initial thoughts with you and to get your input.

I hope that you will be able to join us at a meeting scheduled for:

TUESDAY, MARCH 12, 1991
10:00 a.m. - 4:00 p.m.
Council of Jewish Federations
Committee Room
730 Broadway
New York City

Materials to be reviewed at this meeting will be mailed to you in advance.

Please call me at the number listed above if you have any questions or wish to discuss your role as a senior policy advisor, or call Ginny Levi (216/391-8300) to indicate your attendance plans. I look forward to working with you as we move ahead with this important work.

Warmest regards.

Stephen H. Hoffman
Acting Director

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Chief Education Officer
Dr. Shulamith Elster

February 19, 1991

Dear :

SENT TO:

Robert Abramson
Jack Bieler
David Dubin
Josh Elkin
Sylvia Ettenberg
Joshua Fishman
Yitz Greenberg
Richard Joel
Marty Kraar

Sara Lee
Danny Pekarsky
Bernie Reisman
Art Rotman
Alvin Schiff
Barry Shrage
Steve Solender
Eliot Spack
Jon Woocher

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Warmest regards.

Stephen H. Hoffman
Acting Director

Pages Feb. 4 .. Next
Steve
Henry Zetter

Definite

1/7/91

Donnette/Seymour

8:30 Seymour Fox -- Mayflower Hotel

- Educators hostile to planners
 - Quality stuff on success. -- Audience is lay people.
 - Want their help in succeeding in what we are doing.
- Big bucks when budgets being cut.

Modest but upbeat

- AK
- Right balance betw. being upbeat/optimistic & how much change/success.
 - Excitement that its getting on road.

~~Not it~~

- This is beginning of 20 year process

Mandel

Proffman - Israel.

Crown - Best Practice

- CISE Board
- Expectations for 16^m : Hoping for go, w. changes expected.

Approve & decide to set out

Set of community

→

Argue about criteria

- Their role as multipliers

- If available -- Steve on how to present fundations

- Seed grants for planning (?)

How to proceed w. national/local planning

בתי הכנסת המאוחדים באמריקה
The United Synagogue of America

The Association of Conservative Congregations

Rapaport House, 155 Fifth Avenue, New York, NY 10010-6802 • (212) 533-7800 • FAX: (212) 353-9439

Commission on Jewish Education

of

Jewish Theological Seminary

The Educators Assembly

The Rabbinical Assembly

and

The United Synagogue of America

Rabbi Joshua Elkin

Co-Chairman

Dr. Miriam Klein Shapiro

Co-Chairman

United Synagogue of America

Alan J. Tichnor

President

Rabbi Jerome M. Epstein

Executive Vice President

Chief Executive Officer

Jack Mittleman

Administrative Vice President

March 1, 1991

Dr. Robert Abramson

Director

Mr. Stephen Hoffman

Council for Initiatives in Jewish Education

1750 Euclid Ave.

Cleveland, OH 44115

Dear Stephen:

I was pleased to receive the invitation to join the Council for Initiatives in Jewish Education as a senior policy advisor. As you well know, I consider the work of the Commission and the Council to be of crucial importance for Jewish education and the Jewish Community. Before receiving your letter, a small group of Solomon Schechter principals and I began to plan a trip to Israel. Of course, when we were planning the trip it was to be a solidarity mission. With events unfolding as quickly as they have I have put off responding to you. We will be going ahead with our mission. I will therefore be in Israel on March 12, 1991.

Please be assured that it is only such a commitment would determine that I not be at the Council meeting. However, I must ask you and Shulamith the consideration of giving me far more notice of future meetings. Indeed, my calendar, as is others, is often booked several months in advance and there are many commitments that I just cannot break.

Please feel free to call on me subsequent to the meeting.

With very best wishes.

Sincerely,



Robert Abramson

RA/dmn



3/4/91

CIJE - Senior Policy Advisors
Invited to 3/12/91 Meeting

| Name | Sex | Denomination | Affiliation | Attendance Plans |
|------------------|-----|--------------|--------------|------------------------|
| Robert Abramson | M | Conservative | Formal Ed. | |
| Jack Bieler | M | Orthodox | Formal Ed. | Yes |
| David Dubin | M | | Informal Ed. | Yes |
| Josh Elkin | M | Conservative | Formal Ed. | Yes |
| Sylvia Ettenberg | F | | | Yes |
| Joshua Fishman | M | Orthodox | Formal Ed. | |
| Yitz Greenberg | M | Orthodox | Formal Ed. | Yes (10-11:40; 3-4) |
| Richard Joel | M | | Hillel | |
| Marty Kraar | M | | Federations | YES |
| Sara Lee | F | Reform | Formal Ed. | Yes |
| Dan Pekarsky | M | | Formal Ed. | Yes |
| Bernie Reisman | M | | Informal Ed. | Yes |
| Art Rotman | M | | Informal Ed. | Yes |
| Alvin Schiff | M | Orthodox | Formal Ed. | Yes |
| Barry Shrage | M | Conservative | Federation | May be late Yes |
| Steve Solender | M | | Federation | Yes (10:30-1:00) |
| Eliot Spack | M | | CAJE | Yes |
| Jon Woocher | M | | Formal Ed. | Yes |
| S. Hoffman | | | | Yes |
| S. Elster | | | | Yes |
| G. Levi | | | | Yes |
| S. Fox | | | | Yes |
| A. Hochstein | | | | No |

Total attending
3/4/91

18

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Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

CC: S. ELSTER
S. HOFFMAN
H. ZUCKER

MEMO TO: CIJE Senior Policy Advisors:

Robert Abramson, Jack Bieler, David Dubin,
Josh Elkin, Sylvia Ettenberg, Joshua Fishman,
Yitz Greenberg, Richard Joel, Marty Kraar,
Sara Lee, Dan Pekarsky, Bernie Reisman,
Art Rotman, Alvin Schiff, Barry Shrage,
Steve Solender, Eliot Spack, Jon Woocher

FROM: Stephen H. Hoffman

DATE: March 4, 1991

I look forward to seeing those of you who are able to join us on March 12. I thought everyone would appreciate seeing a brief mission paper I drafted several months ago on how the CIJE would operate. Also, a small working group spent a week in Jerusalem in early January to do some initial planning for CIJE activities. The minutes of that week's meetings are enclosed.

It is my hope that at our get together on the 12th, we'll do some concrete planning for the launching of the lead communities, the development of a research capability, and the development of the initial steps required to build the profession.

I look forward to seeing you.

Assoc of Inst of H Learning
in Jew. Ed.

sit down w/ others?
Anil's seat?!

3/6/91

CIJE - Senior Policy Advisors
Invited to 3/12/91 Meeting

| Name | Sex | Denomination | Affiliation | Attendance Plans | L | T | R |
|------------------|-----|--------------|--------------|------------------------|---|---|---|
| Robert Abramson | M | Conservative | Formal Ed. | No (In Israel) | | | |
| Jack Bieler | M | Orthodox | Formal Ed. | Yes | | | |
| David Dubin | M | | Informal Ed. | Yes | | | |
| Josh Elkin | M | Conservative | Formal Ed. | Yes | | | |
| Sylvia Ettenberg | F | | | Yes | | | |
| Joshua Fishman | M | Orthodox | Formal Ed. | | | | |
| Yitz Greenberg | M | Orthodox | Formal Ed. | Yes (10-11:40; 3-4) | | | |
| Richard Joel | M | | Hillel | Yes | | | |
| Marty Kraar | M | | Federations | Yes | | | |
| Sara Lee | F | Reform | Formal Ed. | Yes | | | |
| Dan Pekarsky | M | | Formal Ed. | Yes | | | |
| Bernie Reisman | M | | Informal Ed. | Yes | | | |
| Art Rotman | M | | Informal Ed. | Yes | | | |
| Alvin Schiff | M | Orthodox | Formal Ed. | Yes | | | |
| Barry Shrage | M | Conservative | Federation | May be late Yes | | | |
| Steve Solender | M | | Federation | Yes | | | |
| Eliot Spack | M | | CAJE | (10:30-1:00) Yes | | | |
| Jon Woocher | M | | Formal Ed. | Yes | | | |
| S. Hoffman | | | | Yes | | | |
| S. Elster | | | | Yes | | | |
| G. Levi | | | | Yes | | | |
| S. Fox | | | | Yes | | | |
| A. Hochstein | | | | No | | | |
| Total attending | | | | | | | |

3/6/91

CIJE - Senior Policy Advisors

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|---|--|
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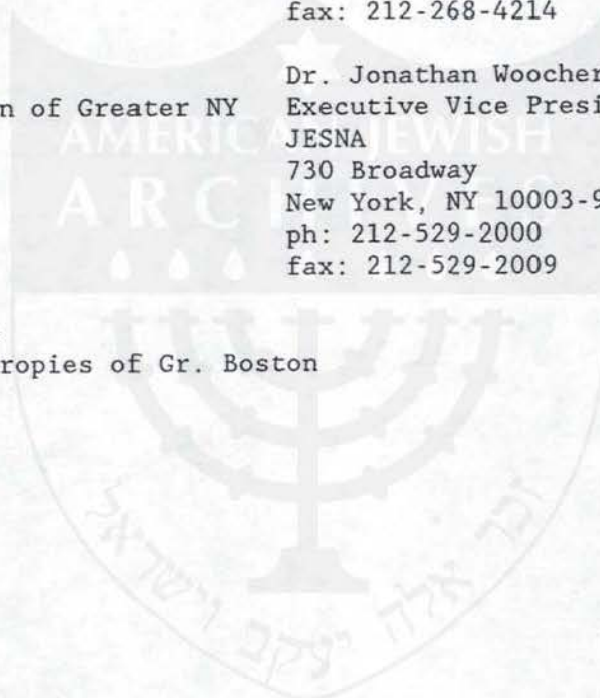
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Council for Initiatives in Jewish Education
Senior Policy Advisors
As of 3/8/91
(In Formation)

Name

Name

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Council for Initiatives in Jewish Education

Senior Policy Advisors

As of 3/8/91

(In Formation)

updated 11/26/91

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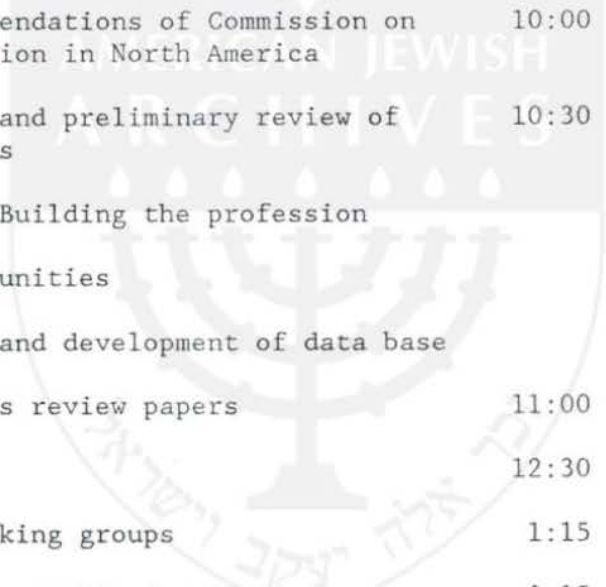
Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

AGENDA

Senior Policy Advisors

Tuesday, March 12, 1991
10:00 A.M. to 4:00 P.M.

- 
- | | | |
|--|-------|--------------------|
| I. Review recommendations of Commission on Jewish Education in North America | 10:00 | Stephen H. Hoffman |
| II. Distribution and preliminary review of working papers | 10:30 | |
| A. Training/Building the profession | | Shulamith Elster |
| B. Lead communities | | Stephen H. Hoffman |
| C. Research and development of data base | | Jonathan Woocher |
| III. Working groups review papers | 11:00 | |
| IV. Luncheon | 12:30 | |
| V. Return to working groups | 1:15 | |
| VI. Group reports, combined critique of group reports, and conclusion | 2:15 | |

MINUTES
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
SENIOR POLICY ADVISORS
MARCH 12, 1991
10 A.M. - 4 P.M.
COUNCIL OF JEWISH FEDERATIONS
NEW YORK CITY

Attendance

Jack Bieler, David Dubin, Shulamith Elster, Sylvia Ettenberg, Joshua Fishman, Seymour Fox, Irving Greenberg, Stephen Hoffman, Richard Joel, Martin Kraar, Sara Lee, Virginia Levi, Daniel Pekarsky, Bernard Reisman, Arthur Rotman, Alvin Schiff, Barry Shrage, Stephen Solender, Eliot Spack, Jonathan Woocher

Copy to

Robert Abramson, Josh Elkin, Robert Hirt, Morton L. Mandel, Henry L. Zucker

I. Introductory Remarks

The chair noted that the senior policy advisors of the Council for Initiatives in Jewish Education (CIJE) is a group in formation. We anticipate additions to this group from the Reform movement, the Orthodox movement, and the Association of National Youth Group Directors. This group will work with the board and staff of the CIJE, contributing individual and collective expertise to the CIJE effort.

It was noted that the Commission on Jewish Education in North America chose to focus on the areas of personnel and community in an effort to enhance Jewish education for Jewish continuity. Throughout its deliberations, the Commission noted a lack of adequate data and the importance of establishing a more far reaching research component for the field of Jewish education. The role of CIJE is to take the ideas of the Commission and make them concrete through demonstration and implementation activities.

Since the final Commission meeting in November 1990, Dr. Shulamith Elster has been designated chief education officer, effective July 1, 1991, and a search is under way for a planning officer to bring expertise in community organization and social planning. Negotiations are under way for space at CJF and funds are being raised to cover the core budget of CIJE for a period of three years.

A preliminary planning meeting took place in Jerusalem in January. The minutes of that meeting were distributed to senior policy advisors and served as a basis for discussion throughout the day.

The purpose of this meeting was to determine how to move ahead with the establishment of lead communities, with efforts to build the profession, and with the building of a research capability. It was anticipated that the day would result in proposals to the CIJE board of a game plan which CIJE staff and identified experts could proceed to execute.

In the discussion that followed, it was agreed that the three directions to be discussed are interconnected and that one role of the senior policy advisors and staff is to maintain the linkages among them. Another role will be to bring the expertise of regional and national organizations to work with lead communities in accomplishing their goals.

Several advisors raised questions about the role of the CIJE in funding its initiatives. It was noted that lead communities will be expected to support a local planning effort with local funds and that the CIJE's role would be to provide expertise and to help identify funders to assist with specific implementation action. The concept of the lead community itself should energize a community and its personnel to take action for Jewish education. Advisors noted that some pool of funds available to the CIJE for implementation of lead community efforts could be important and should be suggested to the board.

II. Review of Working Papers

Senior policy advisors spent most of the day in working groups, each reviewing preliminary papers on one topic, and concluding with the following recommendations.

A. Lead Communities

1. How will Lead Communities be Identified?

Two possible approaches will be recommended to the board. The first, described as the buckshot approach, would invite any community in North America to apply to be a lead community. The second approach is to ask senior policy advisors to identify 10-12 communities with the potential to succeed, and to invite them to apply. From the applicants, 3-5 communities would be selected.

2. What Criteria should be used in Selecting Lead Communities?

The following criteria will be considered in selecting lead communities.

- a. City size
- b. Geographic location
- c. Lay leadership commitment

- d. The existence of a planning process
- e. Financial stability
- f. Availability of academic resources
- g. Strength of existing institutions
- h. Presence of some strong professional leadership
- i. Willingness of a community to take over the process and carry it forward
- j. Replicability
- k. Commitment to coalition building (synergism)
- l. Commitment to innovation
- m. Commitment to a "seamless approach," involving all ages, formal and informal education
- n. Commitment to the notion of Clal Yisrael - willingness to involve all segments of the community
- o. Agreement with the importance of creating fundamental reform, not just incremental change

3. What will CIJE bring to Lead Communities?

- a. Expertise of CIJE staff and planning teams
- b. Help with the cost of outside experts
- c. The ability to link projects with potential funders

4. Required Program Areas to be Addressed by a Lead Community

- a. Programs to train personnel
- b. Lay leadership development
- c. Israel program development
There was discussion about the value of pointing to a single program area. It was suggested that not all lead communities need focus on a single program area. This is to be discussed further.
- d. An ongoing focus on goals and philosophy
Advisors felt that this area should be a focus of planning teams, but might not be a necessary precondition for every lead community.

5. Best Practices

It was agreed that work should begin now to identify an array of successful approaches for possible implementation by lead communities. Each "best practice" would be accompanied by the names of one or more experts to be consulted.

It was suggested that the CIJE periodically convene representatives of the lead communities for workshops on how best to treat a program area such as early childhood, family education, media and technology, etc.

It was suggested that each community be assigned an "account executive" and a team of experts to work with it. It was further agreed that the senior policy advisors would maintain close contact with this team and with the lead communities to provide quality control.

B. Training

The working group on training identified the following concerns for further consideration:

1. Recruitment

What type of recruitment activities should be undertaken? How can these reflect the variety of needs within the field? How many students can current programs accommodate? What efforts can be undertaken to enhance the profiles of the training institutions?

2. Definitions of "professional"

How should "professional" be defined? What are the elements of a working definition: full-time vs. part-time, professional training programs, certification, appropriate compensation?

What is the role of the professional school in the building of the profession? What role can professional organizations play? How can this definition reflect the "stratification" of the field and differentiated staffing within institutions?

3. Training objectives

What is the mission of current programs? How is this mission articulated? What is their "vision" of the profession? What should be the objectives of training programs? Should programs train for current needs and current delivery systems? Should institutions be working to design programs to prepare personnel to meet future needs?

4. Training

The training of professionals for Jewish education should be thought of as a continuum: pre-service/professional training--in-service/ continuing education.

What alternatives exist to degree granting programs? What training needs can be met through continuing education units? How can these programs be implemented--local sites, CAJE?

5. Standards for training and for the profession

How can standards of "excellence" be implemented? " 'Good enough' is not acceptable."

6. Selected research issues

Identification of the qualities, or character traits, of highly regarded educators to serve as models of professionalism.

Identification of inhibiting and enhancing factors that contribute to participation in in-service and continuing education programs.

The impact of participation in continuing education activities and in-service programs.

Building the Profession should include a thorough examination of all of the above.

7. Next steps

- a. The important first step is the mapping of the field--including a full description of training opportunities and identification of the needs of those currently working in the field.

A study should be made of available and unfilled positions in the field and projections made as to needs five and ten years out.

- b. Recruitment strategies should be developed to meet these needs and programs developed at the training institutions to meet the training needs of the recruits.

- c. The research agenda should include issues related to the building of the profession.

In the discussion that followed, it was suggested that it will be difficult for communities to provide professional training to part-time educators in the same way that full-time educators are prepared. Each lead community might look at particular ways of training and upgrading part-timers.

It was suggested that one goal of the effort to build the profession might be to create careers within the synagogue setting. There should be room for one to two full-time people in most synagogues to focus on classroom education, family education, etc. These positions would require a special kind of training.

In this same context, it was noted that we anticipate the lead community concept identifying new kinds of personnel, which will require new training systems. We need to think creatively.

C. Research and Development of a Data Base

It was suggested that priorities for research include the following:

1. Development of an Agenda

A researcher working with staff and an editorial board should map out what is currently available, creating a blueprint or framework for further study.

- a. A research agenda should be defined in reference to the CIJE's other agendas.
- b. Any mapping or planning process should involve those currently working in the field.
- c. This study should be done in the context of various definitions of research, e.g. experimental research anticipated in the framework of lead communities should be included.
- d. This should show how research can lead to better practice and professionalism. The challenge is to effect change.

2. There is a need to develop a data base as quickly as possible. This can be accomplished by bringing together a group of experts (JESNA and JCCA have people available) for brainstorming, consultation, and preparation of a paper. They should identify the audience--the key decisionmakers--and determine what they need to know. They should indicate what this data bank will do for Jewish education.

During the consultation phase the team should talk with the experts involved in data gathering, talk to people in the field to be sure that the data is needed, and be honest about what is available and what is not. It will be important to clarify such terms as formal and informal education so that everyone is talking about the same issues.

3. Research should play a central role in the work of the CIJE. The CIJE should serve as a model, showing that good education planning flows from a strong research program. It was suggested that one member of the CIJE staff serve as coordinator of the research effort.

4. Next Steps

Based on the foregoing report it was suggested that a researcher be identified now to prepare a map of the field and that a group of JESNA and JCCA staff be asked to move ahead quickly to prepare a paper on the data base for possible presentation at the April 9 CIJE board meeting.

III. General Discussion

In the short time that remained at the conclusion of the reports, general comments were invited.

It was suggested that an issue to consider in the future is the need to create a market. This encompasses the issue of how to attract to Jewish education those people not at all involved with the current system. In this context, it was suggested that each lead community be encouraged to include a marketing component in its efforts.

The CIJE staff will now move ahead to implement some of the specific steps recommended at this meeting. This will be done in consultation with senior policy advisors.

Future meetings of the senior policy advisors will be scheduled for early summer and early fall.



3/7/91

Council for Initiatives in Jewish Education
Senior Policy Advisors
March 12, 1991
Attendance

Jack Bieler

David Dubin

Josh Elkin

Shulamith Elster

Sylvia Ettenberg

Joshua Fishman

Seymour Fox

Irving Greenberg

Stephen Hoffman

Richard Joel

Marty Kraar

Sara Lee

Ginny Levi

Dan Pekarsky

Bernie Reisman

Art Rotman

Alvin Schiff

Barry Shrage

Steve Solender

Eliot Spack

Jon Woocher

Senior Policy Advisors Meeting

Discussion Groups

The National Organizations and the Lead Communities:
Approaches to the Fullest Utilization of Continental Resources

Jonathan Woocher

Robert Abramson

Joshua Fishman

Robert Hirt

Annette Hochstein

Stephen Hoffman

Richard Joel

Sara Lee

Daniel Pekarsky

Jack Ukeles

The Scope and Content of the Lead Community Project:
Requirements and Options

Shulamith Elster

Jack Beiler

David Dubin

Joshua Elkin

Sylvia Ettenberg

Seymour Fox

Barry Holtz

Virginia Levi

Alvin Schiff

COUNCIL FOR INITIATIVES
IN JEWISH EDUCATION

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(Temporary Address)

Honorary Chair
Max M. Fisher

Chair
Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

March 25, 1991

Rabbi Josh Elkin
74 Park Lane
Newton, MA 02159

Dear Josh:

I am sorry that you were unable to attend the meeting of CIJE senior policy advisors on March 12. I believe that it went very well. The discussions were constructive and the outcomes useful and I look forward to working with you as we begin to implement the recommendations made at the meeting.

Enclosed are the minutes of the meeting and the materials distributed at the meeting. I will be in touch with you about next steps and a future meeting date following an April meeting of the CIJE board.

Best wishes for a happy Passover.


Sincerely,

Steve

Stephen H. Hoffman

Enclosures

*Minutes
SPA List
3 papers*

Sent to: Robert Hirt
Bob Abramson


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Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

March 26, 1991

Rabbi Jack Bieler
Hebrew Academy of Greater Washington
2010 Linden Lane
Silver Spring, MD 20910

Dear Jack:

I believe that the first meeting of CIJE senior policy advisors on March 12 went well and want you to know how much I appreciate your participation. I found the discussions constructive and the outcomes useful and look forward to working with you as we begin to implement the recommendations made at the meeting.

Enclosed are the minutes of our meeting. I will be in touch with you about next steps and a future meeting date following the April meeting of the CIJE board.

Best wishes for a happy Passover.

Sincerely,

Steve

Stephen H. Hoffman

Enclosure

Sent to: David Dubin
Yitz Greenberg
Marty Graar
Sara Lee
Josh Fishman
Richard Joel

Art Rotman
Alvin Schiff
Eliot Spack
Jon Woocher
Sylvia Ettenberg
Dan Pekarosky

Bernie Reisman
Barry Shape
Steve Solender



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FAX: 617-736-2070

May 28, 1991

Stephen H. Hoffman
Acting Director
Council for Initiatives in Jewish Education
1750 Euclid Ave.
Cleveland, OH 44115

Dear Steve,

A brief note to say I received the minutes of the meeting of the Board of the Council for Initiatives in Jewish Education. It sounds like the group is off to a good start.

As I have told you, I am pleased to be able to serve as a Senior Policy Advisor for CIJE and look forward to our next meeting. I wanted you to know that, during the month of June, I will be doing some work with Jewish communities in England and will be unavailable until after July 3.

Warm regards.

Sincerely,

A handwritten signature in blue ink that reads "Bernie".

Bernard Reisman
Director, Hornstein Program

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