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Senior Policy Advisors. 18 August 1991, April 1991-August 1991.

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Council for Initiatives in Jewish Education

Senior Policy Advisors

As of 4/3/91

(In Formation)

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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Honorary Chair
Max M. Fisher

Chair
Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

June 18, 1991

Dr. Robert Abramson
United Synagogue of America
155 Fifth Avenue
New York, NY 10010

Dear Bob:

I had the opportunity to attend parts of the first JESNA Continental Leadership Conference on Jewish Education and was pleased to encounter a large group of dedicated professional and lay leaders thinking creatively and constructively about Jewish education. I believe the tide of Jewish education has turned and that the CIJE will play an important role in guiding change in the years to come.

Since the first meetings of Senior Policy Advisors and the CIJE board, staff have been at work on next steps. We are working with Yeshiva University, Hebrew Union College, and Jewish Theological Seminary to develop plans to expand their pre-service and in-service education programs. We are also in conversation with Reconstructionist Rabbinical College and Torah Umesorah about their planning efforts.

Steps have been taken to develop a North American research capability. We have engaged Isa Aron to conduct a scan of research currently available. She will then work with a board of advisors to develop a blueprint for future directions.

We continue to work on developing criteria for establishing lead communities and plan to present concrete recommendations at the next meeting.

As of July 1, Dr. Shulamith Elster will be full-time chief education officer of CIJE. We have engaged a consultant, Phil Bernstein, to assist with the search for a chief professional officer and have interviewed several candidates for the planning position. We hope to have an update on staffing to report at the next meeting.

The next meeting of Senior Policy Advisors has been scheduled to precede the CAJE conference. The exact location is being determined and will be sent to you in a later mailing.

Sunday, August 18, 1991
10:00 a.m. to 4:00 p.m.
Hofstra University
Hempstead, Long Island

Luncheon will be served.

Please return the enclosed reply card or call Ginny Levi (216-391-8300) to indicate your attendance plans. I look forward to seeing you.

Warmest regards.

Steve

Stephen H. Hoffman
Acting Director

Enclosure



_____ I plan to attend the Senior Policy Advisors Meeting
on August 18, 1991.

_____ Sorry, I am unable to attend.

Name

Address

Phone

Please respond by July 19, 1991.

AMERICAN JEWISH
ARCHIVES



Council of Jewish Federations

J - Hold w/ responses

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Office of the
Executive Vice President
Martin S. Kraar

JUL 8 1991

July 1, 1991

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

Dear Steve:

Thank you very much for your letter of June 18th which I received today when I returned from Israel.

It is certainly impressive seeing the movement of CIJE.

I am sorry that I will be unable to join you on Sunday, August 18, 1991 at the meeting of CIJE. Unfortunately, I will be on vacation, not returning until the 19th.

I look forward to talking to you soon.

Sincerely,


MARTIN S. KRAAR
Executive Vice President

MSK:fpb

cc: Ginny Levi

JESNAJEWISH EDUCATION
SERVICE OF
NORTH AMERICA, INC.חברת שירות חינוך יהודי
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Robert Arnow
Arthur Brody
Mark E. Schlusel
Fred Sichel
Bennett Yanowitz**MEMORANDUM**

TO: Steve Hoffman

FROM: Jonathan Woocher

DATE: July 3, 1991

SUBJECT: Gene Greenzweig

Gene was pleased to accept the offer to become a member of the SPA group. He may not, however, be able to attend the August 18 meeting due to a prior local commitment. He also asked that he be sent some background material.

His address is:

Central Agency for Jewish Education
4200 Biscayne Blvd.
Miami, FL 33137

Phone: (305) 576-4030
Fax: (305) 576-0307

Thanks also for your positive response re David resnick's inclusion in the Jerusalem deliberations.

See you next Thursday.

Post-It™ brand fax transmittal memo 7671 # of pages 1

To	Steve Hoffman	From	Jon Woocher
Co.	Cleveland Jewish	Co.	
Dept.		Phone #	
Fax #	216-861-1230	Fax #	

✓ Add to SPA +
invite for 8/18.

✓ Send copy of new list
to SHH, SE

J - We're to add to
SPA list, send
background materials,
+ invite to 8/18 mtg
- letter fr. SHH
Dear Gene

FAX: 216-566-9084

Memorandum

TO: Steve Hoffman
FROM: Shulamith Elster
RE: Senior Policy Advisors
DATE: July 22, 1991

To review so that we can get packet out no later than August 1st.

- I. Packet to Senior Policy Advisors to include:
- cover letter from SRE
 - instructions on how to get to Hofstra
 - Agenda- once finalized
 - papers: Minutes of Jerusalem meeting, if available in time
 - Lead Communities (update of Jerusalem paper)
 - Best Practice (Barry)
 - Training (Jack)
 - Research (Isa)

II. Tentative Agenda (as discussed in Jerusalem)

Welcome and Update	(10-10:30)
Review Lead Community Paper and Selection Process	(10:30 -12)
Lunch and Informal Discussions	(12- 1)
Small Group Discussions: Research/Training	(1-2)
Review paper on research capability	
Review Strategic Plan for Training	
Identification of members for advisory committee	
Identification of key informants for interview	
Review Best Practice Paper:	(2-3)
Identification of priorities	
Identification of human resources	
Discussion/ Q and A/ Good and Welfare	(3-4)

III. We need to:

- identify group leaders and members
- invite Barry, Jack and Isa(?) to attend
- invite Mark to attend

I'm off to New York to meet with Jack, Rabbi Fishman, Rabbi Symes and Barry between today and tomorrow afternoon. Will keep you posted. *Se*

III, A.3
Proposed
Agenda

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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Chief Education Officer
Dr. Shulamith Elster

July 26, 1991

Mr. Gene Greenzweig
Central Agency for Jewish Education
4200 Biscayne Boulevard
Miami, Florida 33137

Dear Gene:

I was pleased to learn from Jon Woocher that you had agreed to serve as a Senior Policy Advisor to the Council for Initiatives in Jewish Education. Enclosed are the papers distributed at the first meeting of the group, as well as the minutes. We expect to mail materials for the second meeting shortly.

Since the first meetings of Senior Policy Advisors and the CIJE board, staff have been at work on next steps. We are working with Yeshiva University, Hebrew Union College, and Jewish Theological Seminary to develop plans to expand their pre-service and in-service education programs. We are also in conversation with Reconstructionist Rabbinical College and Torah Umesorah about their planning efforts.

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10:00 a.m. to 4:00 p.m.
Hofstra University
Hempstead, Long Island

Luncheon will be served.

Please return the enclosed reply card or call Ginny Levi (216-391-8300) to indicate your attendance plans. I look forward to seeing you.

Warmest regards.

Steve

Stephen H. Hoffman
Acting Director

Enclosure



Council for Initiatives in Jewish Education
Senior Policy Advisors
As of 7/26/91
(In Formation)

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-----	-----
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Stephen H. Hoffman

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Dr. Shulamith Elster

AUG 8 1991

August 7, 1991

Dear Ginny,

I have just mailed personal letters and packets to each of the Senior Policy Advisors in anticipation of the meeting on Sunday, August 18th.

The meeting is scheduled to begin at 10 A.M. at the Hofstra University Club - adjacent to the main entrance of the University just off of Hempstead Turnpike, Route 24.

I look forward to seeing you then and to a very productive day with our Advisors.

L'hitraot!

Enclosures:

Agenda
Roster of Senior Policy Advisors
Travel Directions to Hofstra University
Background Papers: Best Practice
Lead Communities

1000 Fulton Ave.
N. entrance of Univ.
Near Nassau Coliseum

AMERICAN JEWISH
ARCHIVES

SENIOR POLICY ADVISORS MEETING
SUNDAY, AUGUST 18, 1991
HOFSTRA UNIVERSITY CLUB
10:00 A.M. - 4:00 P.M.

AGENDA

Welcome and Update on CIJE Activities Shulamith R. Elster

Lead Communities: Discussion Steven Hoffman

Discussion Groups:

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

Discussion Leader: Jonathan Woocher

- B. The Scope and Program Content of the Lead Community
Project: Requirements and Options

Discussion Leader: Shulamith Elster

Lunch

Reports from Groups: Summaries and Discussion

The Best Practices Project Barry Holtz
Overview and Discussion

Good and Welfare

Adjournment

MINUTES
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
SENIOR POLICY ADVISORS
AUGUST 18, 1991
10 A.M. - 4 P.M.
HOFSTRA UNIVERSITY CLUB
HEMPSTEAD, LONG ISLAND

Attendance

Robert Abramson, Jack Bieler, David Dubin, Josh Elkin, Shulamith Elster, Sylvia Ettenberg, Seymour Fox, Robert Hirt, Annette Hochstein, Stephen Hoffman, Richard Joel, Sara Lee, Virginia Levi, Daniel Pekarsky, Alvin Schiff, Jonathan Woocher

Guests

Joshua Fishman, Barry Holtz, Jack Ukeles

Copy to

Irving Greenberg, Gene Greenzweig, Martin Kraar, Morton L. Mandel, Bernard Reisman, Arthur Rotman, Barry Shrage, Stephen Solender, Eliot Spack, Daniel Syme, Henry L. Zucker

I. Introductory Remarks

Seymour Fox opened the meeting with brief remarks on the life and work of Professor Gerson Cohen, Chancellor Emeritus of the Jewish Theological Seminary who passed away Friday evening, emphasizing his many contributions to Jewish education and scholarship.

Shulamith Elster welcomed senior policy advisors, introduced guests Barry Holtz and Jack Ukeles, and announced the addition of Gene Greenzweig and Daniel Syme to the senior policy advisors group. She reported that, since the March meeting, the CIJE board had met, followed by a series of meetings in the United States and Jerusalem of staff and advisors to follow up on board recommendations and prepare for this meeting. During that time, the concept of the lead community has progressed as a central focus of the work of the CIJE. Recommendations have been prepared for launching the project. It was anticipated that at this meeting senior policy advisors would provide their thoughts on the scope and program content of the project as well as on the interrelationship of national organizations with lead communities, leading to recommendations for consideration by the CIJE board at its August meeting.

II. Discussion of Lead Communities

Stephen Hoffman reviewed the paper, "The Lead Community: A Concept, A Process, A Place" and invited discussion. He noted that the proposed process for recruitment and selection reflects the recommendations of the senior policy advisors and the board of directors.

In the discussion that followed:

- A. There was general acceptance of the recommendation that the initial project be limited to communities with Jewish populations of fewer than 500,000 because of the complexity of the mega-communities. There was less agreement with the proposed minimum Jewish population of 15,000. There was a general sense that smaller communities might not have the infrastructure required to implement an effective lead community process. It was suggested that the likelihood of replicability is greater with cities of 15,000 or more and that this is a critical aspect of the process.
- B. Discussion then focused on the suggestion that the local federation serve as the central address and convenor for this process. It was noted that it would be difficult to undertake this process without the federation as a significant partner, but that in larger communities there are many substructures, independent of the federation, that could be involved. Some believed that the requests for proposals should go to the JCC, the BJE, and the denominational organizations, as well as the federation. However, it was recognized that the federation seems, in most cases, to be the logical organization to bring the various community constituents together.
- C. It was suggested that there may be cities interested in participating in the process, but not in a position to establish the necessary coalition within the six week time frame proposed. It was noted that communities are aware of the project and, if there is a serious interest, they have already had an opportunity to begin establishing the coalition. Those communities that are unable to do so may not be appropriate for this first round.
- D. It was suggested that the project is intended to bring local and continental groups together. CIJE should begin now to work with continental organizations, inviting them to consider how they will service lead communities.
- E. It was noted that there is a large body of literature on change in education which might be made available to communities. Also, there are examples of outstanding success in Jewish education and we should be cautious about relying too heavily on the general education system as a model.

- F. It was reported that a CIJE session at the General Assembly of CJF may focus on best practice and diffusion. An important aspect of the lead community process should be to increase the knowledge and commitment of the Jewish community, in general, toward Jewish education.
- G. We should keep in mind that the project is not intended solely for the benefit of the individual community, but that there will be a responsibility to share the results and what has been learned with others. Communities which are not now ready to participate may well be ready to take advantage of outcomes in the years ahead. It was also noted that a particular practice may work effectively in one community and will most likely have to be adapted to be effective in another. We should be aware of the conditions that lead to and result in success.
- H. It was suggested that the lead community concept and approach is an overall strategy for change. It has been designed to change one community and provide a model to inspire other communities. Within the model is an opportunity to experiment with various approaches under specific conditions and to learn from these experiences. It was described as a "powerful package for change."

III. Discussion Groups

Following lunch, advisors divided into two groups, 1) to discuss the scope and program contents of the lead community project: requirements and options, and 2) the role of continental organizations and agencies in the lead community process.

A. The Scope and Program Contents of the Lead Community Project: Requirements and Options

Josh Elkin reporting, noted that this had been a preliminary discussion. It is a given that the CIJE is committed to a menu of program areas on which communities can focus and the group discussed the potential scope and content of the community-based programs.

The group began with the options basic to the program: building the profession of Jewish education, developing community support, and Israel experiences.

Beyond these basic areas, there was a general sense within the group that it is difficult to set absolutes. It might be preferable to list all 23 program areas and build on the strengths of a particular community. It might also be desirable to select lead communities in such a way as to involve each of the 23 program areas in at least one of the communities. Any legitimate treatment of any of the 23 might be considered acceptable.

Others suggested that two additional areas also be considered primary: early childhood programs and the blending of formal and informal education.

In the discussion that followed, the following points were made:

1. Perhaps each lead community planning group should be required to participate in presentations on program areas which CIJE designated as central, thus raising consciousness and encouraging consideration, if not selection, of a wider scope and variety of programs.
2. Could Jewish education be effective in a community that does not have programs to go beyond the elementary school? This may lead to other program requirements.
3. For credibility and future impact, CIJE should make its requirements and expectations clear at the beginning of the proposal process.
4. We may wish to say that certain program elements must be addressed in all communities while certain other elements should be considered in at least one.
5. We may wish to establish a "threshold of scope" which defines a lead community in contrast to a lead project.
6. One approach would be for a community to go in a specific direction beyond the enabling options. A second would be to set a minimal scope (day school, supplementary school, informal education) and invite a community to go beyond this scope in any way it chooses.
7. We may wish to state CIJE priorities, assumptions, and concerns and invite prospective communities to indicate how they propose to approach them.

B. The Role of Continental Organizations and Agencies in the Lead Community Process

Richard Joel reporting, stated that the group began with the following postulates:

1. Continental organizations have the benefit of scope and perspective.
2. Continental organizations can focus attention on lead communities.

3. CIJE should help continental organizations determine how to prepare now for their involvement with lead communities.

It was suggested that CIJE explore with the continental organizations their potential role in the lead communities. A first step might be an inventory of continental organizations and agencies.

In the discussion that followed, the following points were made.

1. Perhaps the CIJE staff should prepare a list of what we seek from continental agencies so that we can begin now to discuss their involvement. The continental organizations could be encouraged to add to that list. It was suggested that such a discussion should be responsive to the concerns of the continental organizations, perhaps asking how they might contribute while advancing their own agendas.
2. We should consider encouraging continental organizations to work with their own constituents, with the community as a whole, and in collaboration with other organizations.
3. It was suggested that there is a potential problem if organizations (training institutions, in particular) get "soft money" for short-term solutions to problems. We might invite institutions to prepare long-range plans (stating goals and requirements to achieve them) with a focus on how an institution might contribute to lead communities in ways that incorporate them in their core operation. It was suggested, further, that we consider holding a seminar on the lead community concept for continental organizations and to set goals and determine ways to work together to meet those goals.
4. It was suggested that there are three kinds of organizations to be considered:
 - a. training institutions - continental and local
 - b. communal - CJF, JCCA, JESNA
 - c. specialized/ideological, but including Bnai Brith - each of which has its constituency and working relationships.

IV. Best Practices Project

Barry Holtz summarized his paper on the Best Practices Project, reminding the group that this is a paper in progress. He noted that the best practices concept is intended to support the lead community project. The term refers to practice that is "good enough"; the

approach is intended to provide lead communities with an opportunity to translate a successful approach from one environment to another. CIJE proposes to assemble a group of experts to serve lead communities by providing research and documentation of success stories, and thus provide lead communities with examples and approaches for their own programs. An important component of the project will be to learn what works in Jewish education and why.

In the discussion that followed it was noted that CIJE has a responsibility to encourage and sustain change. It was noted that the U.S. Department of Education National Diffusion Network undertook a project to collect and disseminate best practices in general education. We may wish to study this approach and to consider its long-term impact on Jewish education.

Discussion followed on whether the best practices should focus on personnel, program, or a combination of these. Some argued that personnel can only be considered in the context of program. Others questioned whether the response to a particular program area should be limited to the impact of personnel on the program. Others suggested that, by definition, a best practice will include personnel, community support, and planning.

- V. The chair concluded the meeting with thanks for the participation of all who attended, noting optimism that we are at the beginning of a major effort for change in Jewish education. She thanked CAJE for assistance with arrangements.