



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.

Series C: Council for Initiatives in Jewish Education (CIJE). 1988–2003.

Subseries 1: Meetings, 1990–1998.

Box
23

Folder
5

Senior Policy Advisors. 7 January 1992,
September 1991-January 1992.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

Fax Cover Sheet

TO: Virginia Levi 216-361-9962

FROM: Shulamith Elster 301-230-2012
Council for Initiatives in Jewish Education
from Friday through Tuesday at 804-425-7922/Virginia Beach

DATE: September 20, 1991

Total number of pages including this sheet: 2

Ginny: Here is the letter for the Senior Policy Advisors. I did not send it to Steve for his review. If you think there is anything here that he should see or review please fax it over to him. I welcome your editorial comments and suggestions. You have my permission to just make them and get the letter out. Please send me a copy too.

Also since Barry and Jack were there as guests they should get copies too for their information. Thanks alot.

I'll have the camper/counselor piece out to everyone in advance of the telecon!

*Faxed from
804-425-1439*

J - Please prepare to
mail Fri.

enclose
board min

Draft/Letter to Senior Policy Advisors

VGL: Whatever date you use for the letter please be certain that it is NOT a holiday date- e.g., Monday or Tuesday of this week or Monday or Tuesday of next week. Thanks!

September 27, 1991

Dear Colleagues,

I am pleased to report to the Senior Policy Advisors that many of the valuable comments and practical suggestions made during the recent meeting of our group have already been incorporated into the work of the CIJE. Specifically, the presentations on the Lead Community and Best Practices Projects to the CIJE Board of Directors reflected the deliberations of the advisors.

If you will be attending the General Assembly of the Council of Jewish Federations in Baltimore in November I invite you to attend a session we have planned for Thursday afternoon, November 21st. Dr. Lee Shulman of Stanford University and President of the National Academy of Education will be the featured speaker at this open meeting which will include a presentation by Morton L. Mandel and a discussion of the current work and plans for the CIJE within the context of Dr. Shulman's presentation ^{of} educational change.
ON

You will be receiving an invitation to attend the first CIJE Annual Meeting on January 16, 1992 in New York. Please reserve this date and plan to join the Board of Directors, members of the Commission on Jewish Education in North American and colleagues from the education community. The meeting, just one year since the publication of the Commission's report, will include a report of activities and accomplishments during the past year.

Enclosed are the minutes of the August 18, 1991 meeting for your review and reflection. Your additional comments would be valuable to me and I invite you to contact me with them. Also enclosed are ~~the~~

~~the~~ Highlights of the CJE 1990 National Jewish Population Survey, which I know you will find interesting.
(VL: ~~If they go out during the Sukkot holiday please add~~ here Chag Same'ach! Moadim l'simcha!)

Cordially,

Shulamith R. Elster

(VL: ~~sign them all with my first name only, please!~~

as well as the
minutes of the CIJE
Board meeting held
on August 29.

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

September 27, 1991

prefix first last
title OB
company OB
street
address

Dear sal :

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Enclosed are the minutes of the August 18, 1991 meeting for your review and reflection. Your additional comments would be valuable to me and I invite you to contact me with them. Also enclosed are Highlights of the CJF 1990 National Jewish Population Survey, which I know you will find interesting, as well as the minutes of the CIJE Board meeting held on August 29.

Chag Same'ach! Moadim l'simcha!

Cordially,

Shulamith R. Elster



*P.2 to those receiving
CJF highlights*

Enclosed are the minutes of the August 18, 1991 meeting for your review and reflection. Your additional comments would be valuable to me and I invite you to contact me with them. Also enclosed are the minutes of the CIJE Board meeting held on August 29.

Chag Same'ach! Moadim l'simcha!

Cordially,

Shulamith R. Elster



*P. 2 to those not getting
CSF Highlights*

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

Professor Daniel Pekarsky
Cleveland College of Jewish Studies
26500 Shaker Boulevard
Beachwood, OH 44122

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

Dr. Alvin Schiff
Board of Jewish Education of Greater NY
426 West 58th Street
New York, NY 10019

Mr. David Dubin
JCC on the Palisades
411 E. Clinton
Tenafly, NJ

Dr. Jonathan Woocher
JESNA
730 Broadway
New York, NY 10003-9450

Rabbi Josh Elkin
74 Park Lane
Newton, MA 02159

Rabbi Joshua Fishman
Torah Umesorah
160 Broadway
New York, NY 10038

Mrs. Sylvia Ettenberg
924 West End Avenue
New York, NY 10025

Dr. Barry W. Holtz
Melton Research Center
Jewish Theological Seminary
3080 Broadway
New York, NY 10027-4649

Dr. Robert Hirt
Yeshiva University
500 West 185th Street
New York, NY 10033

Mr. Jacob B. Ukeles, President
Ukeles Associates, Inc.
The Cable Building
611 Broadway
New York, NY 10012

Mr. Richard Joel
B'nai B'rith Hillel Foundation
1640 Rhode Island Avenue, NW
Washington, D.C. 20036

Rabbi Irving Greenberg
National Jewish Center for Learning and
Leadership
47 W. 34th Street, 2nd Floor
New York, NY 10001

Mrs. Sara Lee
Rhea Hirsch School of Education
Hebrew Union College
3077 University Avenue
Los Angeles, CA 90007-3796

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

Mr. Martin Kraar
Council of Jewish Federations
730 Broadway
New York, NY 10003

• Read CJF Study

Dr. Bernard Reisman
Benjamin S. Hornstein Program in
Jewish Communal Service
Brandeis University
Waltham, MA 02254-9110

Mr. Arthur Rotman
JCC Association
15 East 26th Street
New York, NY 10010

Mr. Barry Shrage
Comb. Jewish Philanthropies of Gr. Boston
One Lincoln Plaza
Boston, MA 02111

Mr. Stephen Solender
UJA/Federation of Jewish Philanthropies
130 East 59th Street
New York, NY 10022

Dr. Eliot Spack
CAJE
261 W. 35th St., Floor 12A
New York, NY 10001

Rabbi Daniel B. Syme
Union of American Hebrew Congregations
838 Fifth Avenue
New York, NY 10021

YES LETTER

Dr. Robert Abramson
Rabbi Jack Bieler
Mr. David Dubin
Rabbi Josh Elkin
Mrs. Sylvia Ettenberg
Dr. Robert Hirt
Mr. Richard Joel
Mrs. Sara Lee
Professor Daniel Pekarsky
Dr. Alvin Schiff
Rabbi Joshua Fishman

NO LETTER

Rabbi Irving Greenberg
Mr. Gene Greenzweig
Mr. Martin Kraar
Dr. Bernard Resiman
Mr. Arthur Rotman
Mr. Barry Shrage
Mr. Stephen Solender
Rabbi Daniel B. Syme

REDYES LETTER

Dr. Barry Holtz
Virginia Levi
Professor Seymour Fox
Annette Hochstein
Dr. Jonthan Woocher
Mark Gurvis
Mr. Stephen Hoffman



August 7, 1991

Dear Eliot,

Thank you for making it possible for us to have the meeting of the Senior Policy Advisors at Hofstra. I know that your schedule for the day is "impossible" but I do hope that once CAJE is over that you will take a close look at the materials we will be working with at the meeting.

I'd like to get together with you and hear your comments and also begin planning some joint projects.

L'hitraot!

Enclosures:

Agenda
Roster of Senior Policy Advisors
Background Papers: Best Practice
Lead Communities

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

NO LETTER

Dear

Since the last meeting of the Senior Policy Advisors, the CIJE has worked to develop plans for the implementation of several of the specific recommendations of the North American Commission on Jewish Education.

At the meeting of the Senior Policy Advisors on Sunday, August 18th at Hofstra University, we will devote the day to the Lead Communities and Best Practices Projects. Background papers for these projects are enclosed and minutes of the meeting will be mailed to all of the Senior Policy Advisors.

I am sorry that you are not able to attend the meeting. I hope that you will share your comments and suggestions on these papers with me.

L'hitraot! I look forward to hearing from you.

Cordially,

Shulamith R. Elster
Education Officer

Enclosures:

Agenda
Roster of Senior Policy Advisors
Background Papers: Best Practice
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REDYES LETTER - Barry Holtz, Steve Hoffman, Mark Gurvis,
Ginny Levi, Seymour Fox and Annette Hochstein

August 7, 1991

Dear ,

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

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Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

YESLETTER

Dear ,

I am pleased that you will be attending the meeting of the Senior Policy Advisors on Sunday, August 18th at Hofstra University. Since the last meeting of the Senior Policy Advisors, the CIJE has developed plans to begin the implementation of several of the specific recommendations of the North American Commission on Jewish Education.

As you can see from the enclosed agenda, we will devote the day to the Lead Communities and Best Practices Projects. Background papers on these and on the plans for training are enclosed for your information.

We value your suggestions and comments and are looking forward to your full participation in these deliberations.

The meeting will begin at 10 A.M. at the Hofstra University Club - adjacent to the main entrance of Hofstra University just off of Hempstead Turnpike, Route 24 - and will conclude no later than 4 P.M. just prior to the opening of the 1991 CAJE Conference.

L'hitraot!

Cordially,

Shulamith R. Elster
Education Officer

Enclosures: Agenda
Roster of Senior Policy Advisors
Travel Directions to Hofstra University
Background Papers: Best Practice
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Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

October 2, 1991

Mr. Sam Fisher, Director
B'nai B'rith Youth Organization
1640 Rhode Island Avenue, NW
Washington, D.C. 20036

Dear Sam:

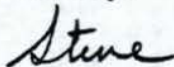
I have been in touch with Sid Clearfield about the best person to represent the national youth movements on the Council for Initiatives in Jewish Education. He has suggested you. I hope that you will agree to join our group.

The CIJE is the successor organization to the Commission on Jewish Education in North America, which concluded its work in November, 1990 with the issuance of the enclosed report, "A Time to Act."

The Senior Policy Advisors have met twice--once in March and once in August. I am enclosing the background materials and minutes for each of those meetings, including a list of Senior Policy Advisors. We rely on the Advisors to consider our approaches to Jewish education with a critical eye. The group has been very helpful to us as we shape our "Lead Community" concept.

I would be happy to talk with you about the work of CIJE and your role as a Senior Policy Advisor. Please feel free to call me at (216) 566-9200 with your questions or comments. Or you should feel free to contact Shulamith R. Elster, our chief education officer currently in Rockville, Maryland at (301) 230-2012. I hope that you will agree to serve and that you will hold January 16, 1992 for our next meeting.

Sincerely,



Stephen H. Hoffman
Acting Director

bcc: Seymour Fox
Annette Hochstein
Shulamith Elster

COUNCIL FOR INITIATIVES
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Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

*Minutes + Background
material for 3/91 + 8/91
SPA meetings sent*

November 11, 1991

Dr. Jeffrey Schein
c/o College of Jewish Studies
26500 Shaker Boulevard
Beachwood, Ohio 44122

Dear Jeff:

I hope that you will accept this invitation to join the Senior Policy Advisors of the Council for Initiatives in Jewish Education. This is, as you know, the successor to the Commission on Jewish Education in North America. Enclosed are the papers distributed at the first two meetings of the group, as well as the minutes. I believe that these will help to bring you up to date on our goals.

We are at work developing criteria for establishing Lead Communities, for undertaking a Best Practices project, and for developing a means to monitor, evaluate and provide feedback to the Lead Communities. In addition, steps have been taken to develop a North American research capability. Dr. Jack Ukeles, a consultant in the field of planning, is working with us to develop the concept of the Lead Communities. In addition, we have engaged Dr. Isa Aron of Hebrew Union College-Jewish Institute of Religion to conduct a scan of research currently available.

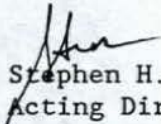
Of particular interest is that as of July 1, Dr. Shulamith Elster became the full-time chief education officer of CIJE. She has served as Headmaster of Charles E. Smith Jewish Day School in Rockville, Maryland. We are currently involved in a search for a full-time chief professional officer which we hope to complete by the end of the year.

Please mark your calendar and plan to attend the first annual meeting of the CIJE:

Thursday, January 16, 1992
12:30 p.m. to 4:00 p.m. (luncheon included)
UJA/Federation of Jewish Philanthropies of New York
130 East 59th Street
New York City

I hope you will agree to join us in this important endeavor. Please call me at 566-9200 to let me know.

Warmest regards.


Stephen H. Hoffman
Acting Director

Enclosures



COUNCIL FOR INITIATIVES
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216/566-9200 Fax 216/861-1230

[Temporary Address]

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Max M. Fisher

Chair
Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

*Minutes + Background
material for 3/91 + 8/91
SPA meetings sent*

November 11, 1991

Mr. Darrell D. Friedman
President
Associated Jewish Charities &
Welfare Fund, Inc.
101 W. Mt. Royal Avenue
Baltimore, Maryland 21201

Dear Darrell:

I am pleased that you have agreed to serve as a Senior Policy Advisor to the Council for Initiatives in Jewish Education. Enclosed are the papers distributed at the first two meetings of the group, as well as the minutes.

We are at work developing criteria for establishing Lead Communities, for undertaking a Best Practices project, and for developing a means to monitor, evaluate and provide feedback to the Lead Communities. In addition, steps have been taken to develop a North American research capability. Dr. Jack Ukeles, a consultant in the field of planning, is working with us to develop the concept of the Lead Communities. In addition, we have engaged Dr. Isa Aron of Hebrew Union College-Jewish Institute of Religion to conduct a scan of research currently available.

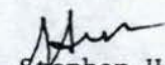
Of particular interest is that as of July 1, Dr. Shulamith Elster became the full-time chief education officer of CIJE. She has served as Headmaster of Charles E. Smith Jewish Day School in Rockville, Maryland. We are currently involved in a search for a full-time chief professional officer which we hope to complete by the end of the year.

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12:30 p.m. to 4:00 p.m. (luncheon included)
UJA/Federation of Jewish Philanthropies of New York
130 East 59th Street
New York City

I look forward to working with you in this important endeavor.

Warmest regards.


Stephen H. Hoffman
Acting Director

Enclosures



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

JAN 3 1992

December 24, 1991

Dear Colleagues:

I look forward to greeting you at the Senior Policy Advisors meeting on January 7th. The agenda will include a report of all of our activities and I am especially pleased that we can report to you on progress on two of our projects. The Best Practices Project directed by Dr. Barry Holtz and the Research Project directed by Dr. Isa Aron are well under way.

The focus of our attention in the months since our last meeting has been the Lead Communities Project, which will be the focal point of our meeting. Dr. Jacob Ukeles has been working with the CIJE staff to launch this ambitious project. The enclosed materials have been prepared by Jack and his associate Dr. Jim Meier.

I hope that you are planning to attend our meeting and that you have let Ginny Levi know of your plans.

If you are not able to attend, I hope that you will review the materials and give me the benefit of your comments (301-230-2012). My work has been informed by the many helpful responses and suggestions I have received from Senior Policy Advisors.

Cordially, .



Shulamith R. Elster



add to Senior Policy Advisors

Dr. Jeffrey Schein

Cleveland College of Jewish
Studies.

26500 Shaker Boulevard

Beechwood, Ohio

44122.

TABLE 2: AREAS SUGGESTED FOR THE COMMISSION'S AGENDA

1. The early childhood age group
2. The elementary school age group
3. The high school age group
4. The college age group
5. Young adults
6. The family
7. Adults
8. The retired and the elderly
9. The supplementary school
10. The day school
11. Informal education
12. Israel experience programs
13. Integrated programs of formal and informal education
14. The Hebrew language, with special initial emphasis on the leadership of the Jewish community
15. Curriculum and methods
16. The use of the media and technology (computers, videos, etc.) for Jewish education
17. The shortage of qualified personnel for Jewish education
18. The Community – its leadership and its structures – as major agents for change in any area
19. Assistance with tuition
20. The physical plant (buildings, laboratories, gymnasia)
21. A knowledge base for Jewish education (research of various kinds: evaluations and impact studies, assessment of needs, client surveys, etc.)
22. Innovation in Jewish education
23. Additional funding for Jewish education

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Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

MEMO TO: CIJE Senior Policy Advisors

FROM: Shulamith Elster

DATE: December 6, 1991

AMERICAN JEWISH
ARCHIVES

Since mailing the invitation to the upcoming meeting of Senior Policy Advisors, we have discovered a conflict with the Working Committee of the American Advisory Council of the Joint Authority for Jewish Zionist Education. We have resolved this by rescheduling the time and place of our meeting. Please plan to join us for a joint luncheon with the Working Committee on January 7 at 12:30 p.m. followed by the Senior Policy Advisors meeting from 1:30 to 4:30 p.m. We will meet at the Jewish Agency, 110 East 59th Street, 4th floor, New York.

Please confirm your attendance plans by calling Ginny Levi at (216) 391-8300.

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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

December 4, 1991

Dear Colleagues:

I am pleased to report to you that in the several months since our last meeting, the Council for Initiatives in Jewish Education has made significant progress towards the implementation of our agenda.

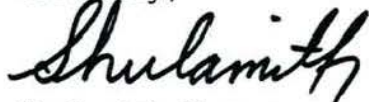
The next meeting of the Senior Policy Advisors will take place on Tuesday, January 7, 1992 from 10:00 a.m. to 3:30 p.m. at the Council of Jewish Federations, 730 Broadway, New York. The major agenda item for this working session will be a presentation on the current status of the Lead Communities Project.

Since the August meetings of the Senior Policy Advisors and the Board of Directors, Dr. Jack Ukeles has been at work with the CIJE staff to develop plans for the recruitment and selection of the communities. It is important that these be reviewed prior to a presentation to the Board of Directors at its January meeting.

The agenda will also include reports of progress on the Research and Best Practices Projects. Dr. Isa Aron has launched the Research Project which will consider the development of a research capability for Jewish education in North America. Dr. Barry Holtz has further developed the Best Practices Project and the first of the panels will meet next week to begin identifying exemplary projects in supplementary school education.

I hope that you will also attend the First Annual Meeting of the CIJE on January 16. An invitation for this event will be forthcoming.

Cordially,



Shulamith Elster
Education Officer

P.S. Please return the enclosed card and let us know of your plans to attend or call Ginny Levi at 216-391-8300. Materials on the Lead Communities Project will be sent to you prior to the meeting.

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

Mr. Martin Kraar
Council of Jewish Federations
730 Broadway
New York, NY 10003

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

Mrs. Sara Lee
Rhea Hirsch School of Education
Hebrew Union College
3077 University Avenue
Los Angeles, CA 90007-3796

Mr. David Dubin
JCC on the Palisades
411 E. Clinton
Tenafly, NJ 07670

Professor Daniel Pekarsky
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Dr. Jonathan Woocher
JESNA
730 Broadway
New York, NY 10003-9450

Rabbi Joshua Fishman
Torah Umesorah
160 Broadway
New York, NY 10038

AMERICAN JEWISH
ARCHIVES

_____ I plan to attend the Senior Policy Advisors
meeting 10:00 a.m. - 3:30 p.m. on January 7,
1992.

_____ Sorry, I am unable to attend.

Name

Address

Phone

Please respond by December 13, 1991.

AMERICAN JEWISH
ARCHIVES



USA 19

Ms. Virginia F. Levi
Council for Initiatives in Jewish Education
4500 Euclid Avenue
Cleveland, Ohio 44103



DATE: 1/6 TIME: 12:17 NUMBER OF PAGES SENT: 2

<p>TO: FAX NO. (R12) <u>935 - 3578</u></p> <p>Name <u>KAREN RUBENSTEIN</u></p> <p>Company _____</p> <p>Street Address _____</p> <p>_____ / _____ / _____ / _____</p> <p>City / State / Zip / Country</p>	<p>FROM: FAX NO. (R16) <u>361 - 9962</u></p> <p>Name <u>GINNY LEVI</u></p> <p>Company _____</p> <p>Tele. No. () _____ Ext. _____</p>
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PRIORITY REGULAR EXPRESS URGENT

MESSAGE

AMERICAN JEWISH ARCHIVES

דבר אלה יעקב

1/6/92

Council for Initiatives in Jewish Education
Expected Attendance
January 7, 1992 - 12:30-4:30 p.m.

Robert Abramson

Jack Bieler

David Dubin

Shulamith Elster

Sylvia Ettenberg

Sam Fisher

Joshua Fishman

Darrell Friedman

Irving Greenberg

Robert Hirt

Stephen Hoffman

Barry Holtz

Richard Joel

Martin Kraar

Ginny Levi

Jim Meier

Arthur Rotman

Jeffrey Schein

Alvin Schiff

Barry Shrage

Eliot Spack

Daniel Syme

Jack Ukeles

Jonathan Woocher

- ✓ Dr. Robert Abramson
United Synagogue of American
155 Fifth Avenue
New York, NY 10010 *yes for lunch*
- ✓ Mr. Martin Kraar *yes to lunch*
Council of Jewish Federations.
730 Broadway
New York, NY 10003
- ✓ Rabbi Jack Bieler *by phone*
Hebrew Academy of Greater Washington
2010 Linden Lane
Silver Spring, MD 20910 *yes for lunch*
- ✓ Mrs. Sara Lee
Rhea Hirsch School of Education
Hebrew Union College
3077 University Avenue
Los Angeles, CA 90007-3796
- ✓ Mr. David Dubin *by phone 12/9*
JCC on the Palisades *yes for lunch*
411 E. Clinton
Tenafly, NJ 07670
- ✓ Professor Daniel Pekarsky
Cleveland College of Jewish Studies
26500 Shaker Boulevard
Beachwood, OH 44122
- NO 1/6 ✓ Rabbi Josh Elkin *yes*
74 Park Lane
Newton, MA 02159 **ON SABBATICAL FOR SIX MONTHS**
- ✓ Dr. Bernard Reisman
Hornstein Program
Brandeis University
Waltham, MA 02254-9110
- ✓ Mrs. Sylvia Ettenberg *yes for lunch*
924 West End Avenue
New York, NY 10025
- ✓ Mr. Arthur Rotman *by phone 1/2*
JCC Association *yes for lunch*
15 East 26th Street
New York, NY 10010
- ✓ Mr. Darrell Friedman *SET*
Associated Jewish Charities and
Welfare Fund
101 W. Mt. Royal Avenue
Baltimore, MD 21201
- ✓ Dr. Jeffrey Schein *by phone 12/11*
Cleveland College of Jewish Studies *yes for lunch*
26500 Shaker Boulevard
Beachwood, OH 44122
- ✓ Rabbi Irving Greenberg *yes for lunch*
National Jewish Center for Learning and
Leadership
47 W. 34th Street, 2nd Floor
New York, NY 10001
- ✓ Dr. Alvin Schiff *by phone 1/2*
339 Jordan Street *for lunch*
Oceanside, NY 11572
- ✓ Mr. Gene Greenzweig
Central Agency for Jewish Education
4200 Biscayne Blvd.
Miami, FL 33137
- ✓ Mr. Barry Shrage *by phone 12/9*
Comb. Jewish Philanthropies of Gr. Boston
One Lincoln Plaza
Boston, MA 02111 *yes for lunch*
- ✓ Dr. Robert Hirt *by phone 12/9*
Yeshiva University *yes for lunch*
500 West 185th Street
New York, NY 10033
- ✓ Mr. Stephen Solender
UJA/Federation of Jewish Philanthropies
130 East 59th Street **TO SHH**
New York, NY 10022
- ✓ Mr. Richard Joel *yes for lunch*
B'nai B'rith Hillel Foundation
1640 Rhode Island Avenue, NW
Washington, D.C. 20036
- ✓ Dr. Eliot Spack *postcard 12/9*
CAJE *yes for lunch*
261 W. 35th St., Floor 12A
New York, NY 10001

✓ - WILL ATTEND
 ✓ - WILL NOT ATTEND

12:30 LUNCH
 1/7 1:30 - 4:30 MTC
 JEWISH AGENCY
 110 E. 59 ST

✓ Rabbi Daniel B. Syme
Union of American Hebrew Congregations
838 Fifth Avenue
New York, NY 10021

*by phone 12/9
yes for lunch*

✓ Dr. Jonathan Woocher
JESNA
730 Broadway
New York, NY 10003-9450

yes for lunch

✓ Rabbi Joshua Fishman
Torah Umesorah
160 Broadway
New York, NY 10038

*postcard
yes for lunch*

✓ JIM MEIER
WKELES ASSOCIATES

yes

✓ JACK WKELES

✓ BARRY HOLTZ

✓ SHULAMITH ELSTER

✓ STEVE HOFFMAN

✓ GINNY LEVI

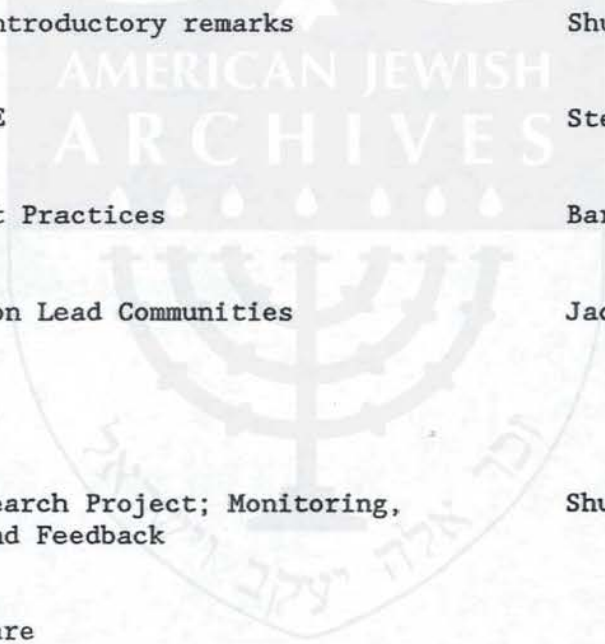
✓ SAM FISHER
B'NAI B'RITH YOUTH ORG.
1640 RHODE ISLAND AVE. NW
WASH. D.C. 20036

*by phone 1/2
-incl. lunch*

AGENDA

Senior Policy Advisors

Tuesday, January 7, 1992
1:30 to 4:30 P.M.

- 
- I. Welcome and introductory remarks Shulamith Elster
 - II. Report on CIJE Steve Hoffman
 - III. Report on Best Practices Barry Holtz
 - IV. Presentation on Lead Communities Jack Ukeles
 - V. Discussion
 - VI. Report on Research Project; Monitoring,
Evaluation and Feedback Shulamith Elster
 - VII. Good and Welfare

MINUTES
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
SENIOR POLICY ADVISORS
JANUARY 7, 1992
12:30 - 4:30 P.M.
THE JEWISH AGENCY
NEW YORK CITY

Attendance

Robert Abramson, Jack Bieler, David Dubin, Shulamith Elster, Sylvia Ettenberg, Darrell Friedman, Irving Greenberg, Robert Hirt, Stephen Hoffman, Barry Holtz, Richard Joel, Martin Kraar, Virginia Levi, James Meier, Arthur Rotman, Jeffrey Schein, Alvin Schiff, Barry Shrage, Eliot Spack, Daniel Syme, Jacob Ukeles, Jonathan Woocher

Copy to

Josh Elkin, Sam Fisher, Joshua Fishman, Seymour Fox, Gene Greenzweig, Annette Hochstein, Sara Lee, Morton L. Mandel, Daniel Pekarsky, Bernard Reisman, Stephen Solender, Henry L. Zucker

I. Welcome and Introductory Remarks

Shulamith Elster welcomed senior policy advisors and thanked The Jewish Agency for its hospitality in hosting the meeting. She announced the addition of Darrell Friedman, President of Associated Jewish Charities & Welfare Fund, Inc. of Baltimore and Jeffrey Schein of the Cleveland College of Jewish Studies to the senior policy advisors and welcomed them to their first meeting. She introduced consultants Barry Holtz, Jim Meier, and Jack Ukeles.

II. Report on CIJE Activities

Stephen Hoffman, Acting Director of the CIJE, reported that activities since the August meeting have focused primarily on the development of the Lead Communities project. He noted great excitement for the concept, expressed concerns which have been heightened by the CJF demographic study, and described the desire and willingness on the part of many communities to try new approaches on behalf of Jewish education.

In conjunction with the Lead Communities project, the CIJE has launched the Best Practices project (See III: Best Practices), and has worked with consultants on the development of a system of monitoring, evaluation, and feedback for application in the Lead Communities and the development of a research capability.

Staff has consulted with a wide range of lay and professional leaders of Jewish education and Jewish communal service to ensure that the agenda of the CIJE reflects the concerns of the denominations, professional organizations, and training institutions.

A search committee of the board has undertaken a search for a full-time director and hopes to have concluded by mid-February. At present, Shulamith Elster remains the single full-time staff member.

III. Best Practices

A. Report

Barry Holtz, Director of the Best Practices Project, reminded the group that one of the recommendations of the Commission was to develop an inventory of best practices for use in supporting the Lead Communities project and for dissemination to the education community. The first step in this project was to select the first programmatic area from the list of 23 options. There was strong agreement among those polled on the centrality of the supplementary school to any project focusing on Jewish education.

The process of developing an inventory of best practices in supplementary schools will hopefully serve as a model for the development of similar inventories in the other areas. The panel has no illusions of collecting every good example. It was noted that what is being sought are good examples which can serve as models to the Lead Communities and the field.

A team of professional educators, knowledgeable and experienced in supplementary school education, met for two days in December to begin to define exemplary practice in supplementary school education and to establish criteria for the selection of best practices. Members of the team will be visiting schools and summarizing their findings. A guide is now being prepared, library research will be conducted with the assistance of JESNA, and examples will be identified of supplementary schools which meet the criteria. Senior policy advisors will receive the criteria and will be asked to make suggestions. The process will be refined as it progresses.

B. Discussion

In the discussion that followed, it was suggested that academics and practitioners may have different views of a successful program. Both should be consulted during the process. It was also noted that the success of some programs depends on the individuals, staff members and principals, while others have a history of success and that this should be considered among the criteria. It was suggested that a look at "best practices" include both good programs and the good policies that help make them successful.

There is a concern that an inventory of best practices could "freeze the field." It will be important to encourage innovative and pioneering projects and approaches as well.

A question was raised about the timing of the project relative to Lead Communities. Lead Communities will require a year to develop a plan, during which time it is anticipated that inventories of best practices will have been developed in at least 3-4 programmatic areas.

It was suggested that the best practices project not be viewed as oriented toward radical change, an approach which has not worked in education in the past. Best practice is intended to introduce "first order change," which is more likely to succeed. Senior policy advisors were optimistic about the possibility of successfully implementing change within the Lead Community context.

We should proceed with what can have an early impact while encouraging further study of more major opportunities for change in the future. It was suggested that the 1992 CAJE conference feature the Best Practices Project and involve a large number of educators on its behalf.

IV. The Lead Communities Project

Papers describing the rationale, guidelines for potential participants, and timetable for the Lead Communities project had been distributed in advance. These materials prepared by Jack Ukeles and Jim Meier were reviewed in a presentation by Jack Ukeles. His presentation was followed by extensive discussion.

It was suggested that the selection criteria include replicability as a criterion. Rather than focusing solely on replicability, we may be seeking sites in which we can learn lessons about what does and does not work. It was suggested that where not all criteria meet the guidelines, the review committee will have to make decisions. Our ultimate goal is to find models that can succeed.

Concerns were raised about limiting city size to 300,000. It was suggested that New York City or Los Angeles might wish to propose a county or region as a Lead Community. It was agreed that the selection committee would consider such applications, if submitted.

Arguments were made both for extending the timetable and for retaining it as proposed. Some suggested that systemic change cannot be planned in so short a time, while others noted the urgency of moving quickly. It was suggested that the process might be simplified by eliminating a step or by asking that the vision be developed following selection rather than in advance. It was noted, on the other hand, that many communities have begun commission or planning processes similar to that required by the CIJE and are in a position to move relatively quickly.

It was hoped that Lead Communities would be encouraged to work together and that they would be asked to share experiences and expertise with other communities outside the Lead Community group.

It was suggested that the materials clarify the commitment of CIJE to the process and be more specific about what CIJE will offer.

- V. The chair concluded the meeting with thanks to all who participated. She noted that the suggestions made would be carefully considered as the CIJE moves forward with both the best practices and Lead Communities projects.

She indicated that Adam Gamoran's proposal on monitoring, evaluation, and feedback would be sent with these minutes and that senior policy advisors will be kept informed as each of the projects moves ahead. It is anticipated that this group will meet again in March or April.



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

January 9, 1992

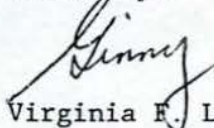
Ms. Karen Rubenstein
The Jewish Agency
110 East 59th Street, 4th Floor
New York, NY 10022

Dear Karen:

Just a brief note to let you know that our meeting went very smoothly and to thank you for making the arrangements. As it turned out, there was plenty for lunch and the afternoon cookies were a great success.

I hope our paths will cross again in the future. It would be nice to have more than three minutes with you.

Cordially,


Virginia F. Levi

COUNCIL FOR INITIATIVES
IN JEWISH EDUCATION

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

(Temporary Address)

January 24, 1992

Honorary Chair
Max M. Fisher

Chair
Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster

Dear Colleagues:

I am grateful for the helpful comments, practical suggestions and informed advice received during our most recent meeting. Many of these have already been incorporated into our ongoing work. The minutes of that meeting are enclosed.

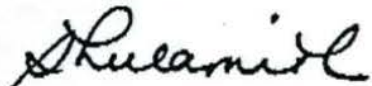
You will be pleased to know that the Annual Meeting on January 16th was well attended by our colleagues in the education community, the commissioners whose work formed the basis of our agenda and members of the Board of Trustees. The report of Professor Seymour Martin Lipset's findings, based on the Council of Jewish Federation's Population Survey, elicited much discussion on the importance of our efforts. A copy of the Executive Summary is enclosed for your information.

The Board of Trustees of the CIJE approved the plans for the launching of the Lead Communities. The Board adopted the proposals that we reviewed at our meeting and suggested that we begin with a maximum of three Lead Communities. It affirmed the wisdom of the September 1992 starting date. The requests for proposals will be mailed at the end of the month and communities will have eight weeks to respond. When the packet is mailed, Senior Policy Advisors will receive a copy of the mailing which will go to the Federations of communities with Jewish populations of 15,000 and more. The national organizations, movements and local Board of Jewish Education and Jewish Community Centers will also receive application materials.

Enclosed for your information is a copy of the CIJE Annual Report and the proposal from Dr. Adam Gamoran on Monitoring, Evaluation and Feedback in the Lead Communities.

I welcome your comments and encourage you to call or write with your comments.

Cordially,



Shulamith R. Elster
Education Officer

6424 Needle Leaf Drive
Rockville, MD 20852
Phone and FAX: 301-230-2012

Enclosures

MINUTES
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
SENIOR POLICY ADVISORS
JANUARY 7, 1992
12:30 - 4:30 P.M.
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