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Subseries 1: Meetings, 1990–1998.

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Staff meetings. Minutes and assignments,
January 1996-May 1996.

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Alan replied that we have to do both. What will we have at the end of 1996, 97 and 98 - what will we have done in terms of Building the Profession in North America? What are the trade-offs? We started with a model; there has to be a systematic plan for Building the Profession, for which we have done very little. CIJE has given up on the community as a unit for intervention. We took data and turned it into a national policy document.

Barry noted that what we see in places like Baltimore, are pieces of what a community should look like, and we should combine the good things as a model.

Alan pointed out that communities become laboratories and we have used them in that way. But, a year from now, what will we have done for Building the Profession in North America? We have begun to point at certain kinds of things, such as building institutions and we keep adding pieces, i.e. buildings. Principles and leadership were identified. TEI has to be done for congregational schools. TEI is not a response, it is a piece, another building. The Work Plan should include: Beginning early childhood education; Torah U'Mesorah (a one-time consultation) - an offshoot of Teacher education; TEI building teacher education capacity. If we doubled or tripled the budget, staff and projects, where would we be? Early Childhood Education is beginning to have great importance for Jewish Education in North America, but so far we have done no work in that area apart from Milwaukee.

Barry noted that CIJE's work began by consulting to communities about their development and asked whether we were going to have 3-6 sessions in the New York Seminars.

Alan replied that the New York Seminars are for ever-expanding communities and that Brandeis is involved in the planning process. We are not looking at a national blueprint for urban development, but at little institutions as a design in North America for Building the Profession.

Barry asked if CIJE should take on a different route and go into new communities, such as San Francisco and Hartford. If we have strip-mined the three communities, do we need to bring in new communities, which would consume a lot of energy?

Alan noted that if we had a theory - organizing principle, models, essential communities would benefit - maybe one, two or three.

Gail noted that we have changed our notion of what Harvard and TEI research means.

Barry raised the question whether more new communities were needed. What we don't have is a practical approach to community change. The whole theory of change based on Cleveland may be mistaken. Now we have to come up with at least two approaches to "change": Change happens through professionals in Education through TEI and Change happens through the Wexner approach, starting with a cadre of local lay people (i.e. Michael Paley's list) who then turn to Federations etc. Is this where the energy should be expanded? What is our approach to change?

Gail suggested taking different methods and seeing which one worked best.

Barry noted that the CIJE mission is to change and Alan added that it is to improve Jewish life through Jewish education and therefore to change the community to implement that change.

Danny pointed out that there is no single theory of change, but each subject needed an individualized theory.

Barry added that a certain approach can be good for a few communities but not for all. Danny suggested the question to be asked is, what approach fits reality in individual communities? The Consultation piece is critical and all others become the "kitchen". There are several things in our repertoire, some might make sense, some not. CIJE

would have different structures and the challenge would be to fit the structure to the community.

Barry said that change is taking place in 12 communities in North America, 6 using the Cleveland, systemic model and 6, the Wexner, Radical model. A list of visions for new communities should appear in the Work Plan. We are still committed to the idea that CIJE still has to work in changing communities. People like Cindy Chazan and lay people are what is going to make a difference. We haven't said to communities: there are three different ways to change, here is a choice of different models.

Danny pointed out that we decided that that wasn't where our competence was.

Gail said that even if we said we were really good, we don't have the buildings.

Barry added that when we moved out of lead communities to the lab concept, we wanted to improve Jewish Education in many communities. We can't say no more communities.

Nessa felt that these "new buildings" will be built in the next 15 years, and asked where the CIJE would be - we want to be where things are happening. When a community is faced with a problem, the response is to build an institution to meet those needs and the CIJE has to be there.

Gail said that if the contribution of CIJE is to help new institutions, fine, but if, because these things were happening, we should be there, that's not good.

Alan pointed out that CIJE was created to have an impact on trend lines and on the main "amcha" of American Jewish life and asked what we would do for Building the Profession in North America if our budget were doubled.

Gail responded that if doubled, it would create the potential to continue - trainers would train increased numbers, on-going resources would increase - it wouldn't be enough but it would be a beginning.

Alan asked if classrooms would improve?

Gail suggested that to improve the situation in early childhood classrooms in three years time, you would have to take a different tack and work with teachers.

Barry hoped that the TEI meetings will make a difference.

Alan asked what the impact on the profession has been after the first year of TEI?

Danny noted that for them to have input, we need community support for change.

Alan pointed out that unless you have a lay group that accompanies TEI people, we can't be efficient. Certain institutes need to be developed. Maybe there is a need to be working in two domains and to create a National Center for Jewish Educational Leadership. Our Contribution to Building the Profession is in new institutions to seed the highest level of leadership. Programs such as Principals of Day School, High School, TEI, Harvard Principals, Professors. We need to create a blueprint in Early Childhood Education.

<u>National Center for Jewish Educational Leadership</u>	<u>Early Childhood</u>	<u>National</u>
Principal of Day School	Brandeis/JCCA	Champions 50-150-500
TEI	Communities	Incoming Presidents of Jewish Schools
Harvard Principals	National Board of License	Lay/Professional teams
Professors	Coalition of Community Day/High Schools	Starting new schools
Educator/Rabbi	Coalition of Essential communities	

Nessa pointed out that an integrated flow of knowledge is needed.

Alan noted that CIJE has a National Early Childhood Project and an Educational Leadership project. All projects should be interchangeable. He wants to be able to say in 5 years time, how our approach is having an affect on children in a demonstrable way. Early childhood education is trans-denominational; we have access to data; one could sit and write a Policy Brief on it right now. Israel is a good base for research due to its social history of the '50s and '60s. Unfortunately not one professional expert has been found in Early Childhood Education in North America.

Gail said that we do have possible team members, and Barry agreed but pointed out that we don't have practitioners or professionals in Early Childhood Education.

Nessa suggested creating a national Early Childhood Education network, dealing for example with Brandeis and the JCC etc., just in that domain.

Alan agreed that we could come into a community and deal solely with Early Childhood Education.



MINUTES OF CIJE STAFF MEETING

held at the
Mandel Institute, Jerusalem
4th January, 1996

Participants: Dr. Gail Dorph, Alan Hoffmann, Dr. Barry Holtz, Prof. Daniel Pekarsky,
Nessa Rapoport

Staff: Barbara Piperno

Alan opened the last day of staff meetings by asking what capacity will it take to plan and staff just the 2 institutions discussed in the previous two days, i.e., the National Center for Jewish Leadership and the Early Childhood project. 1996 should be a year of thinking through the design of these two - if we were to have a major systemic attack on Early Childhood, what would it take? We need to have a broader capacity - not only a Policy Brief, but to think about who is going to do the actual work. We must be ready to be judged in the future on what we have achieved and concerned about who is going to be doing this, the building capacity. These subjects are for further discussion between Gail and Alan.

Nessa agreed that in a design, you could have done the necessary planning and location of capacity and mentioned the Jewish Leadership Conference to take place in Jerusalem some time in 1997.

Alan pointed out that on Building the Profession and the CIJE design, we have done some good thinking in terms of thrust. The point now is, to perceive the big picture while we get immersed in the details.

Nessa presented her document: "Community Mobilization, 1996, An Outline" and this was the basis for a discussion. She recommended working with the Wexner group in order to make change and creating a "Marshall Plan" to revitalize existing institutions and creating new ones.

Barry noted that Laufer said that if the Wexner Retreat was a success, he wants to do similar ones for other areas.

Alan pointed out that this is a radical shift for the CIJE - these people are not the leaders of their communities.

Nessa noted that we have not decided where to change and asked what is the best lay group to work with.

Alan presented the following chart:

[illegible]

He pointed out the need to create leadership in each community, working with Wexner. We are building educational foundation using a combination of Wexner and local educational leadership, and our goal is to prepare for the Leadership Convocation and to create the process of change.

Barry asked what the role of the 50 champions was.

Nessa noted that the Federation is never a locus for change, that this chart is a canvas designed as a cut and that we have not as yet decided if we believe in lead communities.

Alan noted that if we would have done this and nothing else five years ago, we could have worked with communities on a different level. At the end of two years, we would have a critical group of committed, rich and efficient doers insisting on change. We need to work both in and out of the communities, to incite lay leadership within the community networks.

Barry asked if the point of the cut in lay leadership is to find people who have clout and want to be involved.

Gail said that we can't find such people, they work in individualized situations and find great difficulty in creating change.

Alan pointed out that the Wexnerites are outsiders, not yet committed. We would be helping to bring in new blood, adding focus and direction and creating a community-wide lobby for Jewish Education that should be demanding help from Federations.

Gail asked if the National Center would only have lay people and not professionals?

She and Nessa asked what Alan means by being a champion of Jewish Education?

Barry said that "mobilized" means individual funding and voting "yes" in areas of community and knowing what to vote "yes" on.

Danny noted that true experience cannot and should not reside in lay leadership.

Alan pointed out the need to design a curriculum, how to think about content and goals.

Gail thought that working with individual lay people is more important than working with institutions.

Nessa asked what we need to excite lay people to make things happen; what is missing on the American Jewish landscape and what are we going to do about it. Early Childhood and the National Center are two missing pieces. She noted that we need vision.

Alan said that this is about process, not outcome. If someone has total vision to make that design happen, it would be nice but we don't have that.

Gail said that if we believe in the power process, we have to open up the conversation at the Steering Committee.

Barry pointed out the need to mobilize community support for Jewish Education.

Alan hopes that in March the next meeting of the Steering Committee will be devoted to community mobilization and that before that meeting we would have to engage every member of the Steering Committee in a discussion on that subject.

Nessa said that at the Steering Committee we would discuss who is this for, how to go about it and what kind of document has to be written for the future.

Barry noted that such a document will raise further questions, and suggested that a preliminary paper be written, comments asked for and another vision written. It would be mentioned in this paper that this emerges from community discussion and an attempt to focus and that we are looking forward to talking to you about this.

Alan pointed out that we have to discuss our strategy to enlarge commitment and that the Steering Committee should start thinking about lay leadership.

MINUTES OF CIJE STAFF MEETING

held at the
Mandel Institute, Jerusalem
2nd January, 1996

Participants: Dr. Gail Dorph, Alan Hoffmann, Dr. Barry Holtz, Prof. Daniel Pekarsky,
Nessa Rapoport
Staff: Barbara Piperno

Alan opened the meeting by asking whether there are things we are doing that maybe we should not be doing, and by stating that the real Work Plan in the Budget. We have had a dilemma in that we need someone full-time to work with Gail on Building the Profession, which could range from someone on the highest level, like Gail, to a young doctoral student to do the basics - but no one has yet been found. We came up with a new conception, in that maybe Gail should not be running the programs but should be supervising a group of consultants, each responsible for a project. We have to decide what we are continuing to do under Building the Profession, and in which areas to do less.

Yesterday's chart was expanded:

National Center	Early Childhood	Best Practices project
Training Program for Principals		Goals
TEI - day schools - supp. schools - pre-schools		Brandeis
Ed. professors		Communities
Educator/rabbis		NBL
Sr. Educator - J. Fellows		Coalition of comm. day high schools
		Coalition of essential

Barry pointed out that envisioning CIJE's work like this creates 2 jobs: the doing of the things on the list and creating the National Center. Yesterday's chart explained to the world what we are doing. If CIJE is a planning outfit and we are, an interesting job would be to plan the National Center for Jewish Leadership. By interviewing existing centers, putting the data together would help us build the Center.

Alan noted that you can't start this work until you have a full staff and that in order to train and plan, you have to get a full commitment from places like JCC, JTS, Brandeis for positions in Early Childhood Education.

Barry wanted the issue of the relationship to spin-offs to the original program discussed, or maybe there is no relationship.

Alan said that the CIJE is a model for planning, coordination, etc., in order to make it possible to create an American Jewish landscape - a whole set of new institutions and to put new life into the existing institutions.

Barry claimed that the problem is the Work Plan - if the Work Plan is a planner, Gail becomes a planner for the National Center for Early Childhood and he can think of other tasks and at the end we would have a plan - you've created a new job.

Gail said that nothing we are doing now should be removed, that more things should be added to the list.

Nessa noted that we don't know where the lay people sit.

Alan said that over time, we could take things out of the right-hand column that aren't helping the left-hand column to happen, and that if we were designing a National Center, he wasn't sure if we should put everything in it.

Nessa said that it doesn't reflect the lay/professional relationship.

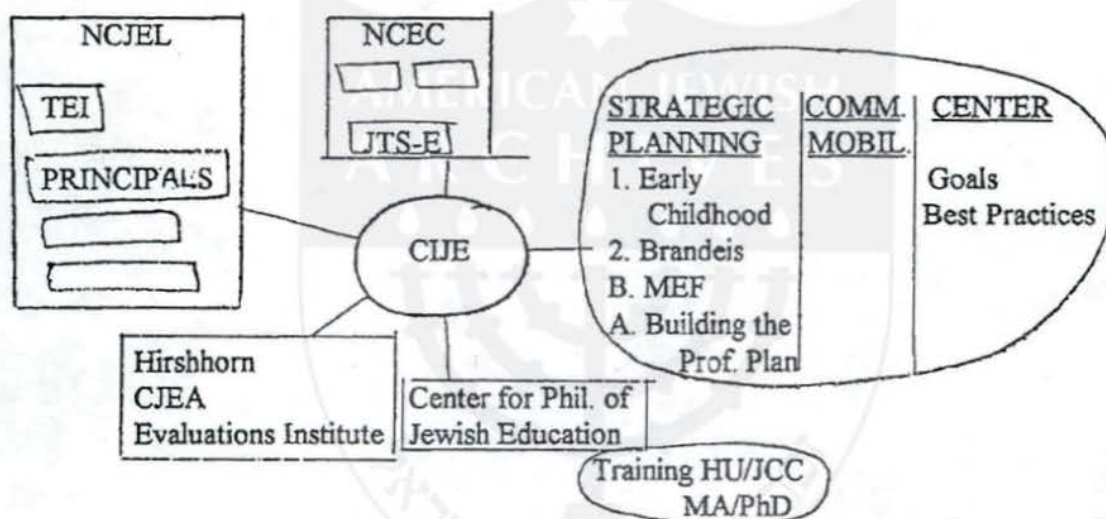
Alan replied that in Early Childhood, this relationship is visible. We would use Early Childhood to show how things can change. It is a process that has a very strong lay involvement.

Nessa said that we have the outline of a plan for lay-leadership from Wexner, a huge amount of work, but a large piece of our work is missing.

Danny felt that when he looks at the chart, lay leadership exists.

Barry said that the CIJE was created mainly as a strategic planning organ for Building the Profession and Community support.

Alan presented the following wall chart:

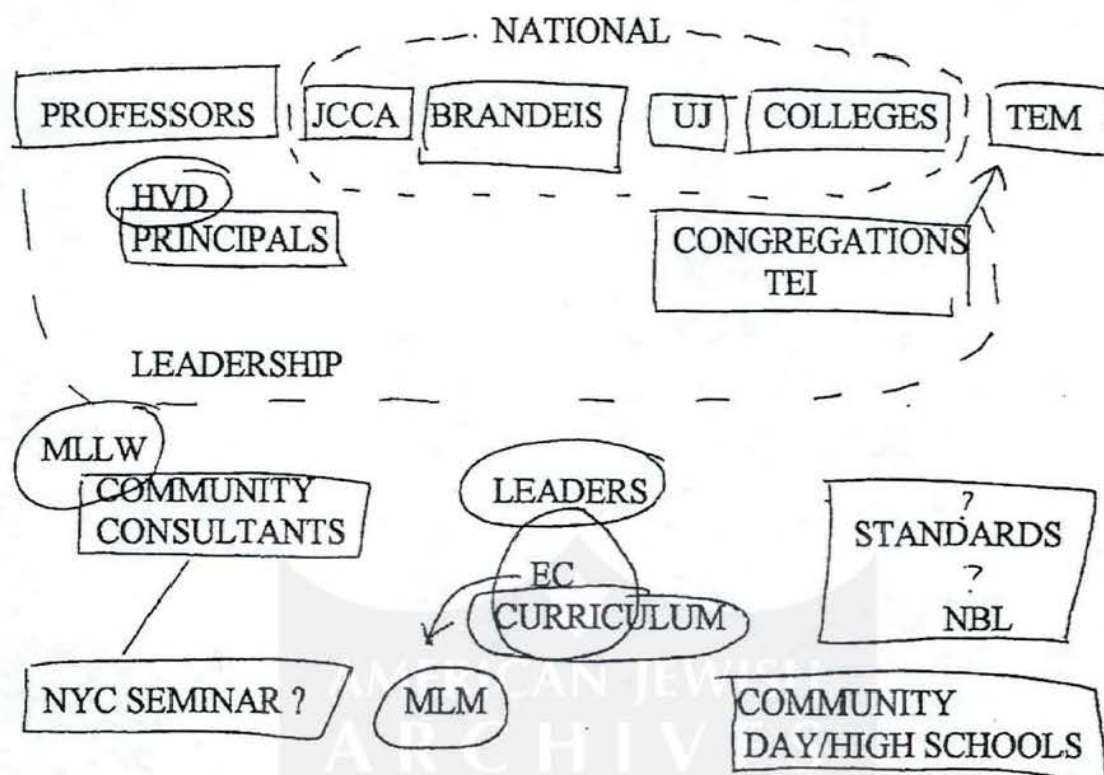


Nessa emphasized the need to have a better idea of what sort of lay leadership we want to have. CIJE mobilizes people by the problems posed by Goals.

Danny said that the problem was in the spinning off, that there must be a relationship between the boxes.

Alan doesn't want the CIJE to be a controller, but wanted institutions independent of it, with their own Boards and funding. He hoped that the need for a National Center for Early Childhood Education would be apparent.

A discussion followed on the place of the community in the above plan and Alan pointed out that Building a Profession cannot be successful without working with lay people.



WORK PLAN

1. BOARD MEETING
2. BOARD SEMINAR
3. STEERING COMMITTEE
4. MEF CONSULTATION IN 1996 -
RETROSPECTIVE



CIJE STAFF MEETING

Monday, January 22, 1996

AGENDA

Documents

- I. Strategic Vision for CIJE** (ADH)
- II. Building the Profession 1996 Workplan** (GZD) GZD will provide
- III. Community Mobilization 1996 Workplan** (NR)
- 1) Community Mobilization memo (attached)
 - 2) Vision in Communities memo (attached)
- IV. Content and Program 1996 Workplan** (BWH)
- A. Best Practices
 - 1. Reprints
 - 2. Upcoming Publications
 - 3. Publications in Progress
 - B. Goals Project
 - 1. Meeting in Israel
 - 2. Workplan
- Goals document (DNP)
- V. Monitoring, Evaluation, and Feedback**
- A. Discussion of TEI Evaluation
 - 1) TEI memo and Survey Instrument
 - B. Discussion of CIJE Review of or other internal seminar
 - 2) Minutes of 1/15/96 MEF meeting
 - C. Discussion of possible new data collections

Network
Research Conf → CAJE
Early Childhood

VI. Agenda for January 22, 1996 evening Steering Committee telecons



MINUTES:

DATE OF MEETING:

DATE MINUTES ISSUED:

PARTICIPANTS:

CIJE FULL-STAFF MEETING

JANUARY 22, 1996

FEBRUARY 21, 1996

Sheila Allenick, Gail Dorph, Adam Gamoran, Ellen Goldring, Barry Holtz, Alan Hoffmann, Robin Mencher, Josie Mowlem, Debra Perrin (sec'y), Nessa Rapoport, Bill Robinson

COPY TO:

Virginia Levi, Morton L. Mandel, Daniel Pekarsky, Dalia Pollack

I. Calendar Update

February 4 - 5, 1996 - Brandeis consultation on professional development for educational leaders. Update: CIJE will act as consultants to Brandeis, as strategic planners for their educational development. From the CIJE point of view, we must consider the role Brandeis could fill in Building the Profession.

February 8, 1996 - NY Staff meeting, M. Rosenak and DNP will attend.

February 9, 1996 - CAJE meeting in Baltimore, GZD will attend as a consultant to create a Personnel Action Plan.

Assignment

February 11, 1996 - M. Rosenak visit to Atlanta as CIJE consultant to the new Atlanta school. Update: M. Rosenak would like a CIJE staff member to accompany him. BWH, NR, and BR will coordinate speaking to him about his visit.

February 11, 1996 - Hirshhorn Evaluation meeting. Update: B. Neufeld and A.B. Cutler will present on program evaluation. GZD and AG will participate as CIJE representatives (see attachment for the program of this meeting). This will be an important meeting for CIJE in terms of explaining program evaluation in Jewish education to D. Hirshhorn.

Assignment

February 13, 1996 - Luncheon seminar, M. Rosenak will speak. NR will send out the chapter to be discussed this week.

Assignment

- February 13, 1996 - NR speaks at Brandeis
- February 14, 1996 - Community Vision seminar for professionals and key lay people. Update: NR will invite D. Sarnat and D. Minkin and will call S. Chervin to notify him. Attendees will include L. Pollack, J. Ruskay, L. Kroll, C. Botwinick, and L. Hendler.
- February 18, 1996 - Professors curriculum meeting in Boston, 11:00am - 4:00pm. S. Ben Halal will attend having met with all Professors in advance. GZD, S. Feiman-Nemser, SF, EG, AH, ADH, and B. Neufeld will attend.
- February 18, 1996 - MEF Advisory meeting - cancelled
- February 19 - 21, 1996 - TEI, Cleveland
- February 26, 1996 - CAJE meeting in Baltimore, GZD will attend.
- February 26 - 27, 1996 - Machon L'Morim consultation, GZD will attend.
- March 6, 1996 - Steering Committee meeting. Update: The meeting agenda will include A. Finkelstein and a JCCA layperson (probably Phil Margolius) as speakers. We will also try to incorporate a full discussion of the 1996 workplan.
- March 7, 1996 - Staff meeting re: community mobilization in Cleveland to plan the Leadership Conference.
- March 11, 1996 - Luncheon seminar, GZD will speak. Update: luncheon seminars allow us to share new work with reflective people for open forum discussions. We will consider discussion of broad conceptual pieces, requiring only that they are written and able to be circulated.
- March 13, 1996 - AG speaks at Principals meeting in Milwaukee
- March 17 - 21, 1996 - Principals Institute at Harvard. Update: 21 people are registered thus far. The Harvard Institute program will focus on the idea of vision from the educational leader perspective. The planning group for Harvard (EG and GZD) will consider what the groups can take back with them to their communities in order to continue on their

Assignment

Assignment

own. NR will look into hiring someone to write up the learning that goes on at this type of seminar.

- April 9, 1996 - Professors meeting for the Summer in Israel group, tentatively scheduled to take place at CIJE, 12:00 noon.
- April 9, 1996 - EG presents paper on MEF work at AERA conference
- May 1 - 2, 1996 - Board meeting and Steering Committee meeting
- May 3, 1996 - Full-day full staff meeting
- May 5 - 8, 1996 - TEI
- May 15 - 17, 1996 - JCCA Biennial in Baltimore
- June 26, 1996 - Steering Committee meeting in Cleveland
- June 27, 1996 - CIJE staff meeting in Cleveland
- July (yet to be planned) - possible seminar in Israel to expand the capacity of the Goals project followed by August Goals meetings in NYC (possibly 8/18 - 8/22).
- July 3, 1996 - CIJE extended staff meetings in Jerusalem. Possible agenda items: 1) MEF, 2) National Institute for Jewish Educational Leadership.
- July 5 - 24, 1996 - Professors in Israel. Update: concerns over family care and financial issues are causing concern. D. Ball, P. Grossman, G. Noam, and S. Wineburg have all questioned whether to attend. Staff will consider possible options including shortening the time commitment, and/or holding the seminar in two phases. Also to be considered: extending the group to include Early Childhood people.
- July 29, 1996 - Research Network Conference in Jerusalem (added to today's meeting agenda).
- August 4, 1996 - JCCA and the Milwaukee community honors Esther Leah

Assignment

Ritz for her years of service to the Jewish community.
ADH and JM to attend.

August 4 - 9, 1996	- CAJE in Jerusalem
August 15, 1996	- Steering Committee meeting
October 17 - 18, 1996	- Steering Committee and Board meetings
November 18 - 22, 1996	- GA in Seattle
December 1996	- possible: TEI, Harvard Institute, Professors Seminar, Goals
January 1997	- Steering Committee - date yet to be decided

II. Additional Updates

A. CIJE OFFICE

JM is now a full-time CIJE employee. Due to office reorganization RJM will primarily be assisting GZD in Building the Profession. JG is still assisting NR with Community Mobilization. JM is currently looking for an additional support staff member to take over RJM's general support position. VFL is phasing out of CIJE.

B. OTHER

Assignment

ADH will speak with J. Ruskay regarding the cancelled full-day meeting with the NY UJA/Federation.

III. Strategic Vision for CIJE

Please see the attached diagrams.

ADH presented the staff with a dynamic model of CIJE and our future development into domain related distinct institutions. Staff discussed possible drawbacks of the model as pictured. Questions were brought up regarding local levels and how they would interface with the national level presented. What are the key areas that have to be drawn out in order for local change to occur? ADH sees the new role of the institution working for a specific representation of communities rather than for

interested new communities as a whole.

Concern centered around the issue of lay versus professional involvement in the new plan. Because the development of new institutions keeps already existing domains distinct, will the dilemma of community mobilization still be left behind? How can lay leader involvement be built into the new institutions? Questions to consider in terms of lay people include: 1) What should lay people be doing and what kind of work should be done with them, and 2) How do we get these people mobilized. What is the vision of the American Jewish future?

Issues for Strategic Vision to be considered:

1. What about the level of the community? 1996 and beyond?
2. Personnel Action Plans?
3. How does this integrate lay/professional?
4. How does this integrate action/vision?

MLM sees our goal in 1996 as putting into place personnel by beginning to identify specific individuals for each potential position.

IV. Monitoring, Evaluation, and Feedback

A. DISCUSSION OF TEI EVALUATION

Please see attached TEI evaluation Documents #1 and #2.

TEI evaluation Document #1 includes 19 goals for TEI and focuses on evaluation of the three lead communities (Atlanta, Baltimore, and Milwaukee), Cleveland, and Hartford. Document #2, the data collection instrument, examines why changes did/did not occur in these communities. Interviews will be held with TEI participants individually and interview data will be added to the overall evaluation summary.

Suggestions for improvement of the evaluation note that the survey does not include any observational component of actual change in the mind of the participant. Student outcome changes must be integrated as well. In addition, changes in teacher-student content interaction in classrooms will be examined. Participant reports do not supply first-hand observations.

B. DISCUSSION OF CIJE REVIEW

Staff agreed that we should not have a CIJE review at this time. Instead each

Assignment

staff member will write a 2 page report on "what we have learned" to be circulated in advance of the next full-staff meeting. In the future we will prepare an interim report on CIJE and the concept of implementing change, exemplifying the wisdom we have to offer North American Jewry.

C. DISCUSSION OF POSSIBLE NEW DATA COLLECTIONS

Staff discussed the possibility of observing actual educational settings in order to document the level, quality, and scope of content in Jewish formal and informal education.

D. RESEARCH NETWORK CONFERENCE IN JEWISH EDUCATION

Assignment .

BWH will interface with S. Shoenfeld to negotiate a symposium on the CIJE Study of Educators. Professor M. Inbar would be useful as a respondent. AG, EG, and BR will write a proposal following BWH's negotiations. In addition, DNP will be writing on the Goals project and BWH will prepare a document on Best Practices and the JCCs.

Assignment
Assignment

E. POLICY BRIEF ON EARLY CHILDHOOD EDUCATION

Although we currently have enough data to produce a Policy Brief on Early Childhood education, staff will consider if there are other issues that need to be considered for publication of a Policy Brief in 1997.

V. Community Mobilization 1996 Workplan

Staff discussed the domain of Community Mobilization as it relates to the 1996 CIJE workplan. NR reported on a possible strategy for a lay leadership initiative - a Leadership Convocation. After the discussions in Israel, we have arrived at the following list of possible invitees for the first Convocation: 50 national champions; selected institutional leaders and Wexner alumni from the 12 communities in which CIJE is engaged or is in discussion; and selected attendees of new Wexner programs (four a year) to give them a Jewish educational mission. NR asked the following questions: What will it take to bring them all together? What is the design for engaging them and the follow-up? How do we match lay leaders and "tutors" for their areas of interest?

ADH suggested that we begin the process by selecting a date and preparing a backward map and a document for discussion, with each member of the Steering Committee individually and at a meeting.

BWH suggested scheduling a day to discuss the proposal in depth. The morning of March 7 from 8:00am - 12:00 noon in Cleveland was selected.

Assignment

NR gave an update on dissemination of CIJE Publications. The 1995 plan has been implemented, with only three audiences remaining: the Sarna essay to JCCA leadership; ADH will speak to C. Sheingold about the GA Jewish Identity Institute labels; and the key rabbis are almost ready to go. NR reports that we have disseminated all 10,000 copies of the Policy Brief and have gone back to press; and all 4,000 copies of the Sarna essay and have gone back to press. SFA asked whether we will publish all of the items we have provided for in the 1996 budget. It appears that we will not publish the Policy Brief on Educational Leaders. The Policy Brief on Early Childhood may not be published until 1997. To be discussed at a later date: production of a CIJE annual report.

We are sending out a "Save the Date" notice for the Board Seminar without the name of the speaker, and for the Board meeting. NR noted that the Jewish Museum is not available for this event.



CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	Coordinate M. Rosenak's Atlanta visit.	BWH, NR, BR	January 22, 1996	February 4, 1996
2.	Send out chapter of M. Rosenak book to be discussed at 2/13/96 luncheon seminar.	NR	January 22, 1996	February 4, 1996
3.	Invite D. Sarnat and D. Minkin to the Community Vision seminar. Notify S. Chervin.	NR	January 22, 1996	February 7, 1996
4.	Incorporate the 1996 workplan into the 3/6/96 Steering Committee meeting agenda.	Staff	January 22, 1996	February 16, 1996
5.	Discuss possible CIJE symposium at the Research Network Conference with S. Shoenfeld.	BWH	January 22, 1996	February 16, 1996
6.	Consider options for increasing attendance at the Professors in Israel seminar.	Staff	January 22, 1996	February 23, 1996
7.	Speak with J. Ruskay about cancelled UJA/Federation/CIJE full-day meeting.	ADH	January 22, 1996	February 23, 1996
8.	Speak to C. Sheingold about the GA Jewish Identity Institute labels.	ADH	January 22, 1996	February 26, 1996
9.	Write a proposal for the CIJE symposium at the Research Network Conference.	AG, EG, BR	January 22, 1996	February 26, 1996
10.	Write 2 page report on "what we have learned" to be circulated in advance of next full-staff meeting.	Staff	January 22, 1996	March 4, 1996
11.	Prepare a Goals document for the Research Network Conference.	BWH, DNP	January 22, 1996	June 10, 1996

MINUTES:

DATE OF MEETING:

DATE MINUTES ISSUED:

PARTICIPANTS:

COPY TO:

CIJE STAFF MEETING

FEBRUARY 1, 1996

FEBRUARY 21, 1996

Gail Dorph, Barry Holtz, Alan Hoffmann, Robin Mencher,
Josie Mowlem, Debra Perrin (sec'y), Dalia Pollack, Nessa
Rapoport

Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia
Levi, Morton L. Mandel, Daniel Pekarsky, Bill Robinson

I. Agenda Additions

Please add to today's agenda:

IX. Summer 1996

A. Goals

B. Research Network Conference

C. Professors

X. CAPE

XI. Devorah Steinmetz

XII. Cleveland College

Please remove from today's agenda the items on the 1996 Workplan and the Rosenak staff day and seminar.

II. Updates

A. RJM BIRTHDAY

A very happy birthday was wished to RJM who turns 24 today. She and ADH have scheduled a meeting in Jerusalem for this time next year.

B. MINUTES - JANUARY 22, 1996 STAFF MEETING

Assignment

Staff will return draft minutes of the January 22, 1996 staff meeting to DSP with any necessary corrections.

C. SCHEDULING

Assignment
Assignment

February 8, 1996 we will hold a staff telecon from 9:00am - 10:00am Eastern time. The next full-day full-staff meeting will be held on June 27, 1996 following the Steering Committee meeting of June 26, 1996 in Cleveland. JM will speak to DNP and AG about extending their stay in Cleveland. All staff should be holding the date of July 3, 1996 for a staff meeting in Israel.

D. HARVARD PRINCIPAL'S INSTITUTE

Assignment

To provide a report on experiences such as the Harvard Principal's Institute or TEI, staff is considering asking for a written testimony from a well-spoken attendee. NR will ask Kathy Green or Shira Pasternak to attend the upcoming Harvard Principal's Institute in this capacity.

III. Summer 1996

A. RESEARCH NETWORK CONFERENCE

Assignment

Assignment

BWH spoke with S. Shoenfeld regarding this year's Research Network Conference in Jerusalem. Despite questionable attendance from North America, CIJE will focus on reaching attendees from Europe and Israel. BWH will speak with AG and EG about writing a proposal for a CIJE session at the conference. BWH will call S. Shoenfeld again to discuss the session further.

B. PROFESSORS IN ISRAEL

We've shortened the period of the Professors in Israel seminar. As we hear from potential attendees we will make additional revisions to the schedule if necessary. D. Ball will not be coming to Boston for the planning meeting. This should not be considered a major flaw as we are developing a concept that will continue into December.

C. GOALS

We are considering running the Goals and Professors seminars in Israel concurrently. This will be reported on in greater detail at a future staff meeting.

IV. Board Seminar

Assignment

ADH will meet with D. Hartman in Jerusalem about speaking at our next board

seminar.

Assignment

BWH, NR, and M. Paley will meet to plan for upcoming CIJE seminars. They will consider planning three or four speakers in advance for future engagements, potentially affording CIJE speakers the opportunity to write for us in advance. Possible future speakers include M. Waltzer and L. Botstein.

V. Michael Steinhardt

ADH met with M. Steinhardt to discuss CIJE. M. Steinhardt thinks that American Jewish life has failed those people for whom God is not an issue in modern life. He is funding five initiatives of interest:

1. "Light in Action" - cultural Jewish events on college campuses
2. Youth venue in NYC - unthreatening Jewishly to young people
3. Secular Jewish high school
4. Jewish role models - Jewish heroes for young people
5. Residential retreat center - intensive Jewish programming on a community level

M. Steinhardt will be a member of the CAPE board. He is also very interested in the Professors program.

VII. Board Meeting

Assignment

After much discussion we have decided on the theme of "The revolution in teaching and learning: what it means to Jewish education" for the May board meeting. BWH and NR will develop this idea into a one-page model for the next staff meeting.

VIII. Community Issues

A. HARTFORD

Following today's staff meeting we will consult with Hartford regarding three thrusts of the Hartford program: 1) outreach, 2) personnel for outreach, and 3) transforming supplementary schools and making day schools more accessible.

B. MILWAUKEE RESEARCH PROJECT

Assignment

Milwaukee is interested in doing a review of their three year project. They have asked that Roberta Goodman perform the evaluation. GZD will discuss the issues with AG and EG and will inform Milwaukee that we are willing to participate if involved in the development of research questions, methodology, and data compilation.

C. ATLANTA MINI-SCHOOL

Assignment

J. Mirvis will meet with GZD to discuss the Atlanta Mini-School. Cleveland College is planning a long-distance learning program in Atlanta. We should consider if we want to push any principles of this program.



CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	Return draft minutes of the January 22, 1996 staff meeting to DSP with necessary corrections.	Staff	February 1, 1996	February 9, 1996
2.	Speak with DNP and AG about full-staff meeting to be held June 27, 1996 in Cleveland.	JM	February 1, 1996	February 9, 1996
3.	Hold the date of July 3, 1996 for staff meeting in Israel.	Staff	February 1, 1996	February 9, 1996
4.	Ask K. Green or S. Pasternak to attend Harvard Principal's Institute.	NR	February 1, 1996	February 9, 1996
5.	Speak with AG and EG about writing a proposal for a CIJE session at the Research Network Conference.	BWH	February 1, 1996	February 9, 1996
6.	Call S. Shoenfeld to discuss the CIJE session at the Research Network Conference.	BWH	February 1, 1996	February 9, 1996
7.	Meet with D. Hartman regarding the Board Seminar.	ADH	February 1, 1996	February 9, 1996
8.	Plan for speakers at upcoming Board seminars.	BWH, NR, M. Paley	February 1, 1996	February 23, 1996
9.	Develop one-page outline for the May Board meeting.	BWH, NR	February 1, 1996	February 23, 1996
10.	Discuss Milwaukee research project/CIJE participation with AG and EG.	GZD	February 1, 1996	February 23, 1996
11.	Discuss the Atlanta Mini-School with J. Mirvis.	GZD	February 1, 1996	February 23, 1996

MINUTES:

DATE OF MEETING:

DATE MINUTES ISSUED:

PARTICIPANTS:

COPY TO:

CIJE STAFF TELECON

FEBRUARY 8, 1996

FEBRUARY 21, 1996

Gail Dorph, Barry Holtz, Alan Hoffmann (by phone),
Robin Mencher, Josie Mowlem, Debra Perrin (sec'y),
Nessa Rapoport

Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia
Levi, Morton L. Mandel, Daniel Pekarsky, Dalia Pollack,
Bill Robinson

I. Review of Minutes - February 1, 1996 meeting

A. HARVARD INSTITUTE

NR has invited K. Green to attend the Harvard Institute.

B. RESEARCH NETWORK CONFERENCE

If CIJE holds a session, ADH will consider bringing AG for one day to attend the Research Network Conference in Jerusalem.

C. PROFESSORS SEMINAR IN ISRAEL

Assignment

The Professors Seminar in Israel will now be held from Sunday evening, July 7, 1996 through Thursday, July 18, 1996. GZD will contact SF to notify him of the change of date.

D. GOALS SEMINAR IN ISRAEL

Assignment

The Goals Seminar in Israel will be held directly following the Professors Seminar in July. Tentative dates are Friday, July 19, 1996 through Friday, July 26, 1996 (breaking for Tisha B'Av). GZD and DNP will confirm these with staff.

E. BOARD SEMINAR SPEAKER

Assignment

ADH did not meet with D. Hartman about speaking for the next board seminar, but will reschedule. A. Eisen will be considered as a second option as he will be on the East Coast at that time. BWH, NR and M. Paley will discuss future seminar speakers. P. Hyman and L. Botstein will be considered for next year.

F. BOARD MEETING

Assignment NR and BWH will work on a one-page model for the May board meeting to be presented at our Thursday, February 15 staff meeting.

G. HARTFORD

Assignment BWH will call C. Chazan about the Hartford telecon and will report on it at Thursday's staff meeting.

II. Key Contacts: Round Two

Assignment NR will speak with Michelle Dorph about creating the Key Contact mailing list.
Assignment ADH will make additions. Staff should start giving potential names to NR. At the next staff meeting we will spend the first hour brainstorming categories.

III. Devorah Steinmetz

Assignment Staff will consider D. Steinmetz as a potential member of the extended Goals planning group and an attendee of the Goals meetings in Israel this summer. ADH will speak with D. Steinmetz regarding a possible one-day consultation to discuss additional Goals group members.

IV. Cleveland College

Assignment Cleveland College is working on a long distance learning program with Atlanta and is feeling little support from Milwaukee on the communal planning angle. In his conversation with Milwaukee ADH will discuss the issues that Milwaukee as a community should consider.

CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	Speak with C. Chazan about the Hartford telecon, report on it at February 15 staff meeting.	BWH	February 8, 1996	February 15, 1996
2.	Ask M. Dorph to create the Key Contact mailing list.	NR	February 8, 1996	February 16, 1996
3.	Notify SF of the change of dates for the Professors in Israel seminar.	GZD	February 8, 1996	February 16, 1996
4.	Confirm solidified dates of Israel Goals seminar with CIJE staff.	GZD, DNP	February 8, 1996	February 23, 1996
5.	Discuss future CIJE Board seminar speakers.	BWH, NR, M. Paley	February 8, 1996	February 23, 1996
6.	Create one-page summary of possible agenda for the May 1, 1996 Board meeting.	BWH, NR	February 8, 1996	February 23, 1996
7.	Speak with D. Steinmetz regarding a possible one-day consultation for Goals.	ADH	February 8, 1996	February 23, 1996
8.	Give potential Key Contact mailing list names to NR.	Staff	February 8, 1996	Ongoing

C:\CIJE\MINUTES\ASGN208.96

CIJE STAFF MEETING
Thursday, February 15, 1996
AGENDA

Jim
- Agenda
telling
about items
ongoing
work closure
items

I. Board Meeting

II. CAPE

III. The Hebrew Colleges/Z. Heller

IV. Content of February 18, 1996 Professors planning meeting

V. Harvard/D. Marom

VI. Rosenak visit - evaluation

lunch
Seminar

VII. JCC Biennial

VIII. Agenda for March 6, 1996 Steering Committee meeting

- manual dissemination

- staff update

- Professors

- Goals

- Remah

G-20
Need
chapter
3/11

JM

CIJE STAFF MEETING
Thursday, February 15, 1996
AGENDA

I. Board Meeting

Seminar

II. CAPE

III. The Hebrew Colleges/Z. Heller

IV. Content of February 18, 1996 Professors planning meeting

V. Harvard/D. Marom

VI. Rosenak visit - evaluation

VII. JCC Biennial

VIII. Agenda for March 6, 1996 Steering Committee meeting

IV Next luncheon *seminar*

X Key contacts

VI manual *biennials*

XII staff update

XIII professors

XIV *fund.*

XV Ramah.

AMERICAN JEWISH
ARCHIVES

Draft

MINUTES:
DATE OF MEETING:
DATE MINUTES ISSUED:
PARTICIPANTS:

CIJE STAFF MEETING
FEBRUARY 15, 1996

COPY TO:

Gail Dorph, Barry Holtz, Alan Hoffman,
Josie Mowlem (sec'y), Dalia Pollack, Nessa Rapoport
Sheila Allenick, Adam Gamoran, Ellen Goldring,
Jennifer Herbst, Virginia Levi, Morton L. Mandel,
Robin Mencher, Daniel Pekarsky, Debra Perrin,
Bill Robinson

I. Update

Assignment NR described her presentation the previous evening at Brandeis at a symposium on "Gender in Day School Education". More than 200 people, representing every spectrum, were present. She will distribute copies of her presentation to staff.

II. Staff Meeting Agenda

Assignment ADH asked JM to take charge of the staff meeting agendas.

III. Board Seminar

ADH has spoken to D. Hartman re: speaking at the Board Seminar on May 1st. NR sent him a package including Sarna and the notion of a Sarna - type essay grabbed him. He and ADH will talk again. Paula Hyman is our second choice.

No honorarium will be suggested but for future seminars, an honorarium of \$ 1000 will be offered and budgeted.

Assignment NR will call A. Eisen.

The second notice regarding the Seminar will include the speaker's name. The Luncheon Seminar invitees will also be invited to the Board Seminar.

Assignment NR and BWH will prepare a model for the May Board Meeting.

IV. CAPE

ADH announced the founding of CAPE (Center for Advanced Professional

Education), which will deal with only the top 50 positions world-wide. In North America, CAPE will work through CIJE to find senior personnel. There are funds available for building the profession projects and we should develop some ideas for proposals.

V. The Hebrew Colleges

BWH met with Z. Heller re: TEI. There is concern that CIJE is involved in "their business". GZD will call Z. Heller and the president of the Colleges to bring them up-to-date and find out how TEI program can help the Colleges. ADH suggested developing a different kind of TEI for them.

Re: Early Childhood Conference - it is true that it never took place. In addition, the Steering Committee took it out of the Work Plan. A consultation in June with 3-4 people was suggested and a conference in the fall at the Colleges which David Gordis could chair, were suggested.

VI. Content of February 18, 1996 Professors Planning Meeting

The agenda for this meeting should be what it is that the professors don't know about Jewish education but should know. We also need to discuss what we want them to know about CIJE. The interviews with them should give us a clue as to what they need. In addition, we should take advantage of the fact that we are in Jerusalem.

VII. Harvard / D. Marom

GZD has spoken to Marom, who will cover the "vision into practice component" of the Seminar.

VIII. Rosenak Visit Evaluation

The components of M. Rosenak's visit were: February 8th - day with the staff; February 11th - Atlanta visit; February 13th - Luncheon Seminar; February 14th - Community Vision.

On the Community Vision Meeting, the impression was that we did not break new ground. The meeting probably would have worked better with small group discussions and a report back to the larger group. GZD said that M. Rosenak had not done what he said he would when we planned the evening: take a piece of his paper and discuss it in depth. JM felt that the pro's dominated the discussion. NR reported that the feedback from the people she contacted thus far had been good.

IX. JCCA Biennial

Assignment

BWH, JM and B. Chazan will meet to discuss the roles of CIJE and staff at the Biennial, which includes a presentation at the forum on Jewish education and teaching assignments at the "Lunch and Learn", and the workshops. We should take advantage of the fact that the Biennial will be held in Baltimore, particularly in the area of early childhood.

X. Luncheon Seminar

The next luncheon seminar is scheduled for March 11th. GZD is the speaker. The chapter for discussion will be mailed next week.

XI. Key Contacts

Assignment

We need to schedule a session to brainstorm names for this list. JM will discuss customizing the software with our computer consultant.

XII. Staff Update

GZD met with S. Andron and he will get back to her. ADH and J. Elkin have been trying to reach each other. S. Epstein is another name suggested. D. Pekarsky will have more time for CIJE work from June to February.

XIII. Ramah

NR reported on her meeting with S. Fox. The outcome will be a very good document for CIJE on how to build a great institution.

Draft

MINUTES:

DATE OF MEETING:

DATE MINUTES ISSUED:

PARTICIPANTS:

CIJE STAFF TELECON

FEBRUARY 29, 1996

MARCH 13, 1996

Gail Dorph, Barry Holtz, Alan Hoffmann (by phone),
Robin Mencher, Josie Mowlem, Debra Perrin (sec'y),
Nessa Rapoport

COPY TO:

Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia
Levi, Morton L. Mandel, Daniel Pekarsky, Dalia Pollack,
Bill Robinson

I. Additions to the Agenda

The following have been added to the agenda for today's staff meeting:

XVI. Ora Zohar

XVII. Eppie

XVIII. Josh Elkin

II. CIJE Calendar

Assignment

Staff will survey the attached CIJE calendar and give changes to JM. The calendar will be updated every two months or more frequently if necessary.

III. Luncheon Seminar

Assignment

BWH will speak with Dr. Sherry Blumberg about possibly presenting at the June 11, 1996 Luncheon Seminar.

IV. CJF Meeting

NR briefed the staff on her and JM's attendance of the February 22, 1996 CJF meeting. CJF exhibited interest in the CIJE Best Practices as well as in the development of new institutions to fill holes left unoccupied by existing organizations.

V. JCCA Biennial

The CIJE/JCCA meeting of March 4, 1996 has been canceled. BWH, and JM met

with Barry Chazan regarding CIJE/JCCA work towards the upcoming JCCA Biennial. Three possible areas for CIJE presentation were discussed including:

1. A forum on Jewish Education which B. Chazan will host with a panel of five participants including one CIJE staff member (BWH).
2. A workshop on the Best Practices on JCCs publication.
3. An Early Childhood and the JCCs workshop with Machon L'Morim represented.

Assignment
Assignment
Assignment

CIJE/JCCA relations will be discussed in further detail at the March 6, 1996 Steering Committee meeting. BWH will discuss CIJE/JCCA plans further with A. Finkelstein and will be prepared to report on this at the March 6, 1996 Steering Committee meeting. JM will reschedule the CIJE/JCCA educational staff meeting.

V. Manual Dissemination

The Study of Educators manual will be mailed out today.

VI. Community Update - Baltimore

GZD recently attended three meetings in Baltimore. The Personnel Action Plan meeting with the Associated was ineffectual because the group had not produced a serious document. C. Botwinick and M. Dickman will create a new document for discussion.

In addition, the Principal's Council met regarding the Educational Leader's report and Machon L'Morim met to discuss sending attendees to the Harvard Principal's seminar. Ruth Pinkenson will be kept in mind for potential involvement in Machon L'Morim.

VII. Building the Profession Update

A. TEI

To date there are 48 people registered to attend the May TEI. Teams will be coming from Atlanta, Baltimore, Hartford, Cleveland, and Virginia to name a few. GZD will speak with P. Margolius about involving a Boston group.

VIII. March 6, 1996 Steering Committee Meeting

Assignment
Assignment
Assignment

JM will take minutes at the March 6, 1996 Steering Committee meeting and VFL will review them. JM will speak to AG about his scheduled time of arrival to the meeting. JM will also speak to A. Finkelstein, P. Margoulius, and A. Kaufman about the schedule for the day, requesting that they arrive at the meeting no earlier than 9:30am.

ADH's update to the Steering Committee will include Brandeis, D. Hartman, D. Steinmetz, D. Ball and S. Nemser, H. Deitcher, the Rosenak Seminar, Machon L'Morim, and the Cleveland College in Milwaukee.

A tentative time schedule for the day is as follows:

- 9:30am - MLM Welcome
- 9:40am - Minutes and Assignments and Overview of day
- 10:45am - Best Practices in the JCCs
- 12:30pm - lunch
- 1:30pm - Strategic Vision
- 2:30pm - Fundraising and Search Committee meetings

IX. Board Seminar and Board Meeting

Assignment

D. Hartman will not be writing a paper in advance of the Board Seminar. JM will fax him to get the title of his discussion. The presentation will be recorded and transcribed.

X. Seminar for Professors

BWH has agreed to coordinate the content side of the Professors Seminar in Israel. S. Benalal will be his counterpart for content in Israel and JM will do the non-content side in the U.S.

Assignment

BWH, GZD, and JM will schedule a one-hour debriefing meeting to survey the current status of the Professors program. S. Benalal will be included in a debriefing meeting closer to the summer.

XI. Avi Chai Foundation

Avi Chai Foundation is interested in joining CIJE in building a national program for

Assignment

the training of potential community day school/high school principals. DSP will schedule a meeting with Y. Prager, and L. Merkin and the CIJE professional staff to discuss what this program will look like.

XII. Ora Zohar

Ora Zohar will have 14 months of sabbatical and is interested in Jewish education in North America. At our next staff meeting we will discuss placing her in a community for work with CIJE.

XIII. Josh Elkin

Josh Elkin might be interested in working for CIJE in the future. This will be discussed further at our next staff meeting.



CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	Schedule a meeting with Y. Prager and L. Merkin of Avi Chai.	DSP	February 29, 1996	March 4, 1996
2.	Speak to AG about arrival time at the March 6, 1996 Steering Committee meeting.	JM	February 29, 1996	March 4, 1996
3.	Speak to A. Finkelstein, P. Margoulius, and A. Kaufman about arrival time to the March 6, 1996 Steering Committee meeting.	JM	February 29, 1996	March 4, 1996
4.	Discuss CIJE/JCCA plans with A. Finkelstein prior to the Steering Committee meeting.	BWH	February 29, 1996	March 4, 1996
5.	Reschedule the CIJE/JCCA educational staff meeting.	JM	February 29, 1996	March 15, 1996
6.	Get the title of D. Hartman's discussion for the May 1, 1996 Board Seminar.	JM	February 29, 1996	March 15, 1996
7.	Ask S. Blumberg to present at the June 11, 1996 Luncheon Seminar	BWH	February 29, 1996	March 15, 1996
8.	Survey attached CIJE calendar and give changes to JM.	Staff	February 29, 1996	March 22, 1996
9.	Schedule a one-hour debriefing meeting for the Professors program.	BWH, GZD, JM	February 29, 1996	March 22, 1996
10.	Take and prepare minutes of the March 6, 1996 Steering Committee meeting.	JM	February 29, 1996	March 29, 1996

— DRAFT —

MINUTES:
DATE OF MEETING:
DATE MINUTES ISSUED:
PARTICIPANTS:

CIJE STAFF MEETING
MARCH 11, 1996

COPY TO:

Gail Dorph, Barry Holtz, Alan Hoffmann, Josie Mowlem,
Debra Perrin (sec'y), Nessa Rapoport
Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia
Levi, Morton L. Mandel, Robin Mencher, Daniel Pekarsky,
Dalia Pollack, Bill Robinson

I. Agenda Additions

The following has been added to the agenda for today's staff meeting:

X. Saul Andron

II. Luncheon Seminar - March 11, 1996

Today's luncheon seminar was well presented and received. Sherry Blumberg will present at our June 11, 1996 seminar. ADH and GZD will not be attending. For future seminars we will consider B. Cosmin, J. Cohen, and J. Shein as possible speakers.

In 1996-97 we will plan five luncheon seminars, to be held as follows: one in September, one in November, and three between January and June.

For all future seminars, nametags will not be set out for those people who have not responded.

III. Calendar

Please add the following to your calendar:

May 9, 1996 - CIJE/JCCA educational staff meeting

Assignment
Assignment

DSP will schedule a staff telecon during the week of March 25, 1996. JM will circulate updated copies of the CIJE general calendar for all staff meetings/telecons.

IV. JCCA Biennial

Assignment

BWH is unable to attend the currently scheduled CIJE workshops at the JCCA Biennial. JM will speak to the JCCA about moving the Best Practices workshop to Friday morning. Based on the outcome we will discuss further options at the next staff meeting.

The lay piece of the CIJE/JCCA agenda will be held back-to-back with our October 1996 Steering Committee meeting.

V. Eilon Schwartz

Assignment

Eilon Schwartz is running the Melton Center's summer program and would like to work with us on how the Hebrew University summer seminar might apply to other groups. DSP will establish contact with him.

VI. Professors in Israel

Assignment

S. Benalal, BWH, and JM are planning for the summer Professors in Israel program. A new letter will go out to potential attendees updating them on the current situation. BWH and JM will report on the Professors program at the next staff telecon.

VII. Early Childhood

Assignment

Dr. Donald Cohen, a renowned psychiatrist and lay leader in Jewish education, is interested in working with CIJE in the early childhood domain. DSP will speak with his assistant to schedule a meeting for him and ADH. GZD will send him CIJE materials and an introduction letter.

VIII. Ruth Pinkenson Feldman

Assignment

Ruth Pinkenson Feldman is interested in working for CIJE. She will be considered as the CIJE consultant for the program to establish Machon L'Morim as a national laboratory in early childhood education.

NR will speak to AG about collecting the early childhood data to frame for this program.

IX. Josh Elkin

Assignment ADH will meet Josh Elkin for dinner to discuss his working for CIJE one day a week next year, with the option of moving to full-time the following year.

X. Ora Zohar

Assignment Ora Zohar is accomplished in teacher education in many countries. She will have 14 months of sabbatical before her retirement during which she may become a CIJE consultant. O. Zohar will send a description of what she does to CIJE. GZD will be in contact with her.

XI. Saul Andron

Assignment Saul Andron is interested in becoming a CIJE consultant in the area of planning between CAPE and CIJE on the issue of Senior Personnel. ADH will speak with him further following Pesach.

Assignment ADH will discuss S. Andron's skills further with A. Hochstein and MLM.

XII. Lilly Foundation

Assignment The Lilly Foundation's stock has increased 75% in the past year. Craig Dykstra was very interested in CIJE's work in the past and we will focus on re-engaging him. BWH will write a letter to the Lilly Foundation.

XIII. Moment Magazine Article

Assignment An article in The Forward has spurred a 3,000-4,000 word piece on day school education in Moment Magazine. NR will contact the writer to arrange a lunch meeting including BWH and GZD. They will assist the writer in shaping the article and offering contacts.

XIV. Lee Hendler

Lee Hendler was unable to attend the Steering Committee meeting due to prior commitments. She will send a fax regarding the principal from the best school in Baltimore and ADH will find him a counterpart.

Assignment
Assignment

ADH and GZD will schedule a day in Baltimore to discuss creating a national model of Machon L'Morim. ADH will also meet with L. Hendler to discuss the strategic vision of CIJE and to set up a meeting between L. Hendler and J. Zaiman regarding adult education in Israel.

XV. Research Conference - Politics

BWH spoke with S. Shoenfeld regarding CIJE's involvement in the Research Network Conference. S. Shoenfeld would like CIJE to hold a session with the conditions that: 1) The program committee select the respondents, 2) AG/EG prepare a document for distribution to all conference attendees, and 3) CIJE be presented as a whole.

Assignments

ADH recommends that we craft a well designed program and that if problems emerge later, we cancel. AG will e-mail S. Shoenfeld with a formal proposal and BWH will assist.

XVI. Best Practices - JCC Volume - Politics

Assignment
Assignment

BWH will speak with S. Greenfeld about the JCCA's agreement to pay for ½ of the production costs for the Best Practices volume on JCCs. BWH will also speak with A. Finkelstein about whether the JCCA would still like to have their name on this volume.

XVII. May 1, 1996 Board meeting

Assignment

GZD will ask D. Ball to present 6 minutes of teaching and learning at the May 1, 1996 Board meeting. D. Ball will focus on the principles of how teaching is being conceptualized today. We will consider inviting L. Shulman to follow D. Ball with a story about "teaching for understanding" as it links to D. Ball's presentation. The entire concept could then be pitched as a unique opportunity to listen to two of the biggest stars in secular education.

Assignment
Assignment

JM will create a backward map for the Board and Steering Committee meetings for our next staff meeting. NR will write a new letter on current CIJE activities.

cc: Staff

----- Forwarded Message -----

From: INTERNET:GAMORAN
TO: Alan, 73321,1220
INTERNET:GOLDRIEB
DATE: 2/29/96 5:56 PM

RE: summary of today's call

Conference call summary

Date: 2/29/96

Participants: Adam Gamoran, Ellen Goldring, Alan Hoffmann

We discussed two possible models for writing a proposal to the Blaustein Foundation for continued funding. In one model, the proposed funding would support Research and Evaluation (R&E) within CIJE, with the Evaluation Institute (EI) as the centerpiece of that work. In the second model, the proposed funding would support the EI, and other CIJE R&E work would be included as supplementary to the EI. After discussion, we decided to focus on the first model.

The proposal should note that this work is leading towards a National Center for Evaluation in Jewish Education. It should explain how the work builds on the accomplishments to date of previous Blaustein funding. In particular, previous work has shown us the importance of building capacity, and that is why we are starting the EI.

ASSIGNMENT:

AG and EG will prepare a proposal of about 8-10 pages for ADH, who will polish it for submission to the Blaustein Foundation. AG and EG will try to finish their version by mid-April, so ADH can get something to Hirschhorn by the May Board meeting if his schedule permits. ADH will discuss our plans with Seymour to get his advice about working with Hirschhorn and the Blaustein Foundation.

ASSIGNMENT:

EG will talk to Barbara Neufeld about the possibility of writing the "Manual for Program Evaluation in Jewish Education." If Barbara is unable to do it herself, she may have someone else to recommend.

We discussed the R&E Work Plan for 1996 briefly. ADH is concerned about the high proportion of our work time devoted to studying TEI, and asked us to consider the question, "What will we learn from TEI (and the study of TEI) that is important for CIJE?" There is also some concern that we do not have a sufficiently deep understanding of the intended changes among TEI participants. The R&E team is working to rectify this weakness.

EG noted that data collected through the TEI evaluation could lead to a new Policy Brief on the state of professional development for teachers in Jewish supplementary schools.

ASSIGNMENT:

We still have not made a final decision about a Policy Brief for 1996, but time is slipping away. To help us reach a decision about 1996 and plan for 1997, AG and EG will prepare a list of what we could say in a policy brief based on the data we already have. ADH and GZD will respond to this list by indicating what else would need to be covered in a policy brief to make it serve CIJE's agenda.



MINUTES: CIJE STAFF TELECON
DATE OF MEETING: March 26, 1996
DATE MINUTES ISSUED: April 19, 1996
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,
Robin Mencher (sec'y.), Josie Mowlem, Nessa Rapoport
COPY TO: Sheila Allenick, Adam Gamoran, Ellen Goldring,
Jennifer Herbst, Virginia Levi, Morton L. Mandel,
Daniel Pekarsky, Debra Perrin, Dalia Pollack,
Bill Robinson

I. Summer 1996 Arrangements

A. EDUCATION PROFESSORS MEETING

The staff discussed new options for family arrangements in Jerusalem this summer. ADH suggested that CIJE hire a child care provider for young children of seminar participants.

Assignment S. Bènalal, ADH, BWH, and JM will explore more options CIJE may be able to make available for families with young children.

B. GOALS SEMINAR

BWH explained that DNP has recruited participants in the Goals Project Seminar for the summer, but he is waiting for the go-ahead from the Mandel Institute before he finalizes the plans.

Assignment ADH will speak to SF about the summer Goals Project Seminar.

II. JCCA Biennial

GZD cannot attend the Thursday forum where CIJE has been invited to participate in a panel. JM suggested that Esther Leah Ritz could represent CIJE on the panel. BWH

Assignment will speak with Barry Chazan about the content of the forum.

III. Susan Shevitz

NR reported to the staff about a conversation she had with Susan Shevitz of Brandeis University. Shevitz asked specific, critical questions related to the CIJE Study of Educators. NR will ask EG to respond to these questions and she will let S. Shevitz

Assignment know to expect a letter from EG.

IV. Research Network

ADH received a letter from Stuart Shoenfeld requesting CIJE to contribute \$2000 to the 1996 Research Network for Jewish Education conference. Last year, CIJE donated \$500 to the conference.

Assignment ADH will call Michael Zelden to discuss CIJE's contribution to the conference.

V. Best Practices-Jewish Education in JCCs

Assignment BWH will speak to A. Finkelstein about proofing the volume and the JCCA's intent to purchase 2,000 copies.

Assignment NR will speak to D. Scher and BWH will speak with D. Zamansky about dissemination of the Best Practices volumes.

VI. Nathan Cummings Foundation--New Projects

Assignment The staff discussed potential project that CIJE may want to pursue with the Cummings Foundation. ADH and BWH will attempt to meet with R. Cowan in April. BWH will call to arrange an appointment.

VI. New Staff Preparation

Assignment ADH suggested that CIJE plan a preparation retreat in September for new staff members who will begin to work with CIJE in the Fall. New staff members/consultants may include: Saul Andron, Seymour Epstein, Josh Elkin, and the new executive director. JM will suggest dates for this meeting.

VII. Board Seminar and Meeting

A. SEMINAR

Assignment More lay people from the New York Metropolitan area will be added to the Seminar list.

B. MEETING

Assignment The staff discussed D. Ball's availability to speak at the Board Meeting. NR and GZD will contact D. Ball about flying to NY the evening of May 1.

VIII. Aryeh Davidson Letter

Assignment ADH Shared with the staff a letter he received from A. Davidson, critiquing the work of CIJE. After extensive conversation, it was decided that ADH will send a letter to Davidson in reply, including a copy of the letter that GZD recently sent to R. Abramson. The letter will include a description of CIJE partnerships with leaders in other Jewish educational organizations. ADH will also discuss Davidson's viewpoint with S. Lee of HUC-JIR.

IX. Next Staff Telecon

The next staff telecon will take place on Thursday, March 28, from 10:30 am to 12:00 pm EST. Agenda items will include: Steering Committee Meeting, May 1; MEF and Early Childhood.



CIJE ASSIGNMENTS

from Meeting of March 26, 1996

NO.	DESCRIPTION	ASSIGNED TO
1.	Explore more options for accommodating families with young children this summer in Jerusalem.	S. Benalal, ADH, BWH, JM
2.	Speak with SF re: summer Goals Seminar.	ADH
3.	Speak with B. Chazan re: JCCA Biennial forum.	BWH
4.	Speak with EG re: sending a letter to S. Shevitz.	NR
5.	Write letter to S. Shevitz.	EG
6.	Call Michael Zelden to discuss CIJE's contribution to Research Network conference.	ADH
7.	Speak with A. Finkelstein re: proofing the Best Practices volume on Jewish Education in JCCs.	BWH
8.	Speak with D. Scher re: dissemination of Best Practices.	NR
9.	Speak with D. Zamansky re: dissemination of Best Practices.	BWH
10.	Arrange meeting with R. Cowan, ADH, and BWH.	BWH
11.	Suggest dates for new staff preparation retreat.	JM
12.	Invite more lay people from the NY area to the Board Seminar.	JM, NR
13.	Contact D. Ball about flying to NY on the evening of May 1 for the May 2 Board Meeting.	GZD, NR
14.	Write response letter to A. Davidson.	ADH
15.	Contact S. Lee re: A. Davidson letter.	ADH

MINUTES:
DATE OF MEETING:
DATE MINUTES ISSUED:
PARTICIPANTS:

CIJE STAFF TELECON
MARCH 28, 1996

COPY TO:

Gail Dorph, Barry Holtz, Alan Hoffmann (by phone), Josie Mowlem (sec'y), Nessa Rapoport
Sheila Allenick, Adam Gamoran, Ellen Goldring, Jennifer Herbst, Virginia Levi, Morton L. Mandel, Robin Mencher, Daniel Pekarsky, Debra Perrin, Dalia Pollock, Bill Robinson

I. JCCA Biennial

Assignment GZD will call L. Hendler to invite her to chair a workshop on early childhood at the Biennial in Baltimore on May 16. The workshop on the Best Practices is scheduled for May 17 and BWH will participate.

II. TEI

GZD reported that it will cost \$3000 without equipment to make a video. A pilot is needed to show R. Cowan.

BWH will call R. Cowan's assistant to invite her to TEI.

III. Board Meeting

D. Ball will make her presentation during the first hour of the meeting so that she can leave before lunch.

The discussion will focus on:

- 1) what should happen in Jewish education to make it more interesting.
- 2) what challenges D. Ball's approach to teaching pose for Jewish education.
- 3) what would it take to build the profession to have great teaching and learning.

D. Ball should ask the policy questions of what does general education have to look like and what does it take to make it happen (teacher education, pre-training; professional development). BWH or GZD will handle this discussion.

In the afternoon, the discussion will focus on how TEI and Harvard are making these changes possible in Jewish education. Several names were suggested: R. Levi, J. Kupshaw, J. Barrington.

IV. Steering Committee

The agenda will include: the Brandeis Planning Process (Y. Reinharz); The Professors; TEI Cohort II and the video project. The general framework of the discussion is CIJE's capacity building projects or how are we building strategic vision.



MINUTES:
DATE OF MEETING:
DATE MINUTES ISSUED:
PARTICIPANTS:

CIJE STAFF TELECON
April 8, 1996

COPY TO:

Gail Dorph, Barry Holtz, Alan Hoffmann (by phone),
Josie Mowlem (sec'y), Nessa Rapoport
Sheila Allenick, Adam Gamoran, Ellen Goldring,
Jennifer Herbst, Virginia Levi, Morton L. Mandel,
Robin Mencher, Daniel Pekarsky, Debra Perrin, Dalia
Pollack, Bill Robinson

I. CIJE Board Meeting

The room set-up for the Seminar will be discussed next week.

Assignment NR should call D. Hartman next week. ADH will remind him about the Seminar when
Assignment he sees Hartman. JM will send a fax to the Hartman Institute.

Schedule of Meeting

- 8:30 a.m.	Coffee and
- 9:30 a.m.	Convene
- 9:30 - 9:45 a.m.	MLM - Welcome and Introductions
- 9:45 - 9:55 a.m.	ADH - gives overview of the day - introduces D. Ball; explains why she is presenting a lesson in math
- 9:55 - 11:00 a.m.	D. Ball - lesson, video, questions, etc.
- 11:00 - 11:10 a.m.	Break
- 11:10 a.m. - 12:00 p.m.	BWH leads discussion on application of D. Ball's presentation to Jewish education.
- 12:00 - 1:00 p.m.	Lunch
- 1:00 - 2:45 p.m.	- J. Barrington Lifshutz re: TEI - S. Levine re: Harvard - GZD to frame the discussion
- 2:45 -	D'var Torah

MINUTES:
DATE OF MEETING:
DATE MINUTES ISSUED:
PARTICIPANTS:

CIJE FULL-STAFF MEETING
May 3, 1996

COPY TO:

Gail Dorph, Adam Gamoran, Ellen Goldring, Barry Holtz,
Alan Hoffmann, Josie Mowlem, Daniel Pekarsky, Debra
Perrin (sec'y), Nessa Rapoport, Bill Robinson
Sheila Allenick, Morton L. Mandel, Robin Mencher, Dalia
Pollack

I. Agenda Additions

The following topics were added to this meeting's agenda:

- IX. Wexner
- X. October board meeting
- XI. Calendar

II. CIJE Executive Director

The search committee has a ~~live~~ candidate for the position of CIJE Executive Director. However, the options for transition are still being considered. ADH will not leave as soon as previously planned, but towards the end of the summer will begin to spend less time with CIJE than he currently does.

III. Early Childhood

GZD and ADH have been building an outline for an initiative in early childhood education focused on making an impact on a systemic level. We are still looking for someone to run early childhood within CIJE. Dr. Ruth Pinkenson is being considered for involvement with this program.

GZD and ADH have met with a group at Yale to discuss possible programming for early childhood intervention. ADH has also met with Lee Hendler regarding a \$30 million fund that her family is creating to benefit Jewish education. L. Hendler is interested in using these funds to create a national model for early childhood education in Baltimore. ADH will be writing a proposal to present to the Meyerhoff family at their June 2, 1996 meeting (J. Reimer, S. Lee, and J. Woocher will also be in attendance).

Planning ahead for the fall of 1997, we will focus on creating a major document

calling for the centrality of community wide initiatives in early childhood.

Assignment
Assignment
Assignment
Assignment

Our tasks are to build an argument for early childhood education and to ask what an early childhood education team should look like. NR will make the case for early childhood development. AG and EG will be involved with the American Jewish public as the subject of their argument. GZD will outline what a core CIJE team will look like. BWH will consider what the deliberation will be. An outline of this information will be brought to our Steering Committee in June.

The next TEI cohort will begin meeting in June and will include early childhood people. This cohort will focus on the ideal of early childhood education.

IV. October Board Meeting

For future board meetings board structure will be altered, beginning with the October 1996 meeting. We will expand our board seminar invitee list and will include invitees in the board meeting as well. Guests will be asked to attend by MLM. JM and ADH will begin a process of inviting including a grid of desired guests. "Issues of Change" will be the focus of the May 1997 meeting. One possible topic for the May meeting will be distance learning with D. Ariel as a potential speaker.

The board meeting will become a priority for the CIJE planning calendar. Board members at large will be asked to make camper calls to those who did not attend the previous meeting. JM will create a backward map for the next board meeting, requiring early preparation of all written documents. For all board meetings we will give lay speakers talking points to speak by and will focus on speaker preparation in terms of tone of presentation.

V. Israel Seminars

A. PROFESSORS SEMINAR

The Professors Seminar is in the process of being planned by S. Benalal, BWH, and JM. Program topics include: integration of the land; how CIJE and what we do manifests itself; and Judaica. Today's telecon will focus on: 1) why people are attending, 2) the potential of attendees' making a contribution to the Jewish people by doing something that they are specialists in, and 3) thinking aloud about how the seminar can speak to each participant.

B. GOALS SEMINAR

The Goals Seminar is designed for those who show promise in being resources for their communities. Attendees thus far include: M. Paley, A. Gurstein, D. Steinmetz, A. Confer, and L. Thal. D. Gordis, J. Elkin, and D. Lehman are also being considered for participation.

Each participant in the Israel Goals Seminar will be expected to take on an assignment for CIJE. Specific interests and projects will be assessed during the seminar. Seminar goals include balancing the Judaic knowledge base with a sympathy for emphasizing content. Content will include: the educated Jew project, roles of goals in Jewish education, and D. Marom and A. Gurstein's work discussing ideas of change. Still to consider are issues of evaluation, a conceptual framework, and the specific goals of the program.

DNP will become a full-time member of the CIJE staff effective June 1996 - January 1997. *

VI. Teacher's Reports and the Report on Educational Leaders

A. TEACHER'S REPORTS

The Teacher's Reports are important for those who have to think about the educational development of a community. The new format of this report will be similar to that of the Best Practices Volume III.

B. REPORT ON EDUCATIONAL LEADERS

EG's paper for the AERA conference will be given out and used for educational leadership. We will also focus on moving educational leadership ideas in a policy brief, a research paper, and by creating a plan for leadership.

VII. Aryeh Davidson Letter

CIJE will concentrate on fostering our relationships with other institutions through publications. Bi-annually we will create a more detailed publication for leading professionals in the field.

For further consideration: What is the first thing we would like to build on to each of these institutions (JTS, HUC, Brandeis)? What are the implications of our helping them to create this?

VIII. Research Network Conference

CIJE will request that our papers are in a session together for the upcoming Research Network Conference.

IX. Calendar

Assignment

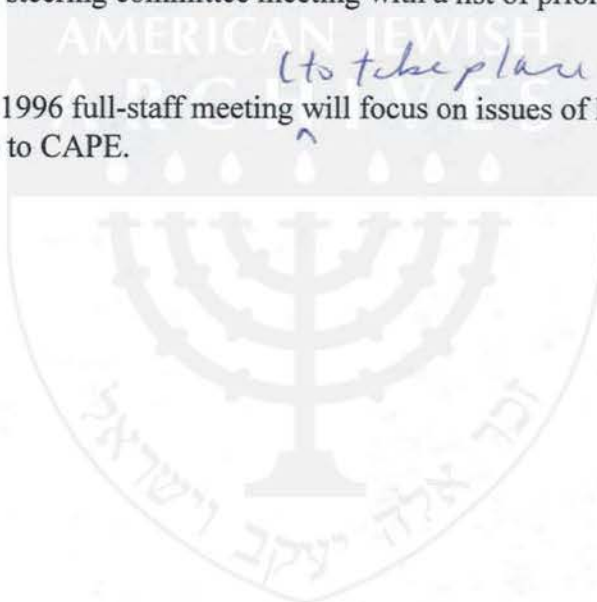
Assignment

Assignment

ADH is pushing to get the dates for all steering committee and full-staff meetings thru 1997. JM will add to the CIJE Calendar of Upcoming Events all dates by which things must be finalized in our planning cycle. The first two weeks of August will be used to focus on planning and budgeting for 1997 with ADH's successor. JM will find a cluster of days for CIJE professional staff to meet. All staff members will come to the steering committee meeting with a list of priorities for the 1997 workplan.

Our July 7, 1996 full-staff meeting will focus on issues of leadership and CIJE's relationship to CAPE.

(to take place in Israel)



MINUTES: CIJE STAFF TELECON
DATE OF MEETING: May 16, 1996
DATE MINUTES ISSUED: May 29, 1996
PARTICIPANTS: Alan Hoffmann, Barry Holtz, Robin Mencher (sec'y.),
Josie Mowlem, Nessa Rapoport
COPY TO: Sheila Allenick, Gail Dorph, Adam Gamoran,
Ellen Goldring, Virginia Levi, Morton L. Mandel,
Daniel Pekarsky, Debra Perrin, Dalia Pollack,
Bill Robinson

I. Minutes

ADH reminded JM that all minutes should be completed within 48 hours of the meeting's completion whenever possible.

II. Agenda

The following items were added to the agenda of this telecon:
Cummings Foundation proposal, Blaustein Foundation proposal, CIJE summer program for professors of education in Israel-content and logistics, key contacts list.

III. Dissemination of CIJE Materials in Israel

ADH will distribute the following materials to contacts in Israel:
Sarna essay, Current Activities, publications list, Best Practices: Jewish Education in JCCs, Policy Brief.

Assignment

ADH will discuss with B. Piperno and inform JM what supplies will be needed from the New York office for this project.

Assignment

IV. Change of Venue for Board Seminar

The staff discussed possibilities for a new venue for the Board Seminar. Options suggested included: Jewish Museum, Harvard Club, Harmonie Club, colleges, 92nd St. Y, American Jewish Congress, New York Public Library, Columbia Conference Center, synagogues, schools. Most of these suggestions were ruled out almost immediately.

Assignment JM will look into feasible location options and related budgetary issues.

II. Steering Committee Meeting, June 26, 1996

The agenda of the Steering Committee Meeting may include early childhood education and the new structure of the board. Other possible agenda items discussed include TEI and the Milwaukee Distance Learning Program with Cleveland College of Jewish Studies.

ADH will discuss the agenda with MLM during their June 7 meeting.

III. CIJE Summer Program for Professors of Education in Israel

A. LOGISTICS

JM reported that almost all of the professor questionnaires have been returned to CIJE and have been forwarded to the CAPE office. JM is in close contact with Nina Bruder about all the logistical aspects of the program.

It was decided that CIJE should send the group one mailing in preparation of the summer meeting. This mailing will include: background on CIJE which will include a CIJE kit, *A Time To Act*, all the Best Practices volumes, GZD's article published in *Agenda*; a fact sheet about the summer program with important phone and fax numbers, information about ground transportation from the airport, a packing list, and where and when the first session will be held.

B. CONTENT

Assignment

BWH and GZD discussed the content of the program with Eilon Schwartz in a meeting earlier this month. BWH will set up a telecon with S. Benalal, GZD, ADH, and BWH to discuss the content of the program.

IV. Nathan Cummings Foundation Grant Proposal

Assignment
Assignment

BWH will speak to Rachel Cowan about the deadline for the grant proposal. He will keep ADH updated about this process via e-mail.

V. Key Contacts List

Assignment

NR will arrange a meeting to develop a list of key contacts for CIJE. Michael Paley will be invited to join GZD, ADH, BWH, NR, and JM in this meeting. It will take place on May 28.

VI. Blaustein Foundation

ADH is preparing a report to the Blaustein Foundation. He will meet with David Hirshhorn in June.

VII. Ramah Paper

NR reported that this project is moving along, on schedule.

VIII. Executive Search

At this point, any information discussed with CIJE staff members should remain with those staff members only.

ADH would like the staff to spend some time thinking about the transition process of executive directors.

IX. Nellie Harris

ADH spoke about Jerusalem Fellow, Nellie Harris. She will join TEI: Cohort II and may, upon her return to the United States in another year, be hired by CIJE. ADH will discuss this new position with MLM.

Assignment

X. Steering Committee Meeting, August 15, 1996

The agenda for this Steering Committee Meeting may include a report on all the CIJE events of the summer.