



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  
24

Folder  
8

Staff meetings. Minutes and assignments,  
June 1996-September 1996.

Pages from this file are restricted and are not available online. Please  
contact the American Jewish Archives for more information

---

**MINUTES:** CIJE STAFF TELECON

**DATES OF MEETING:** June 11, 1996

**DATE MINUTES ISSUED:** June 18, 1996

**PARTICIPANTS:** Alan Hoffmann, Barry Holtz, Carrie Lieberstein (sec'y.),  
Josie Mowlem, Nessa Rappaport

**COPY TO:** Sheila Allenick, Karen Barth, Gail Dorph, Adam  
Gamorran, Ellen Goldring, Virginia Levi, Morton L.  
Mandel, Daniel Pekarsky, Dalia Pollack

#### **I. Minutes of Meeting from 5/16/96**

The minutes of the May 16 telecon were reviewed

ADH said that Barbara Piperno had set up a CIJE database in Israel. B. Piperno and ADH are working on a letter to be included in a mailing which will be sent out as soon as the materials arrive.

Regarding changing of the venue of the Board Seminar, ADH proposed that we try to find a new venue. JM will look into alternatives.

Regarding the CIJE Summer Program for Professors of Education in Israel, BWH is preparing a mailing. He sent an e-mail to all the professors invited to attend, noting that they should await a package from CIJE. Shmuel Benalal has articles he would like to send to the professors and these will be included in the package. The staff agreed that each morning should start with a group learning session throughout the duration of the program.

ADH would like Ed Mankowitz to speak at the Summer Institute. ADH also suggested planning a social evening with the professors and Yehuda Amichai at ADH's home. BWH suggested introducing professors to the Hebrew University campus. ADH wants to know if there are people at Hebrew University who have heard of the Summers Institute for Professors. BWH would like to meet with people he doesn't know, e.g. Mordechai Nisan. ADH will talk to Seymour Fox regarding these issues.

Regarding the Nathan Cummings Foundation Grant Proposal, BWH thinks that our biggest priority should be to get the grant proposal in on time. ADH would like BWH to give Karen Barth a copy of this proposal and the original proposal.

Regarding Nellie Harris, she was unable to come to the first TEI Cohort II meeting. ADH is waiting to hear if she can come to the next 3 TEI meetings. ADH wants Nellie Harris to meet with Sharon Feiman Nemser, BWH and GZD in Israel.

## **II. Steering Committee Agenda for June 26, 1996, 9:30am-3:30pm**

The schedule is as follows 9:30am-Master Schedule Control; 9:45am-10:15 Minutes and Assignments; 10:15-11am - By-Laws; 11am-12:30pm - Next Generation: Early Childhood; Lunch 12:30pm- 1:30pm; 1:30-2:15 - CIJE update; 2:15-2:45 - Goals Project; 2:45pm- 3:00pm - Audited Financial Statements; 3:00- Adjourn.

## **III. Meeting Agenda for June 26, 1996**

1. The following items are on the agenda:

- I. Master Schedule Control
- II. Minutes
- III. Assignments
- IV. Board Redesign: By-Laws
- V. Next Generation: Early Childhood

- a. Why now as a strategic initiative?
- b. What do we know?
- c. What is missing?
- d. How should we begin?

## **VI. CIJE Update**

- a. Summer Institute for Professors
- b. Building the Profession
- c. Community Mobilization: Milwaukee Project  
ADH to speak to Jon Woocher

## **VII. Goals Project:**

This will be organized by Daniel Pekarsky and Ray Levy



#### VIII. Audited Financial Statements - SFA

Assignment JM will put a list of people who are participating in the Goals Seminar in the books. Karen Barth should have the full book mailed to her home which JM will do.

Assignment ADH should tell MLM about inviting Ginny to Steering Committee meeting.  
JM will invite Ray Levy to join us for lunch.

#### IV. Meeting Staff Agenda, June 25, 1996

1. August Staff Meeting-8/12-13-14

ADH wants to begin developing 1997 Work Plan and Budget.

2. The GA and CIJE's role should be put on the agenda.

3. October Board Meeting

The staff has to decide where it will be and the content of the meeting

4. Cleveland College Distance-Learning Demonstration-on campus at 7:30pm

5. BWH should go over Cummings Proposal in Cleveland

6. At the staff meeting NR will present a CIJE annual report to include short essays by each of the staff members.

7. Draft agenda is attached.

#### V. Staff Meetings

Regular staff meetings will be held on Monday mornings at 10:00am. When a staff member is out of the office, s/he should make every effort to participate by phone.



**DRAFT**

**MINUTES:**

**CIJE STAFF MEETING**

**DATE OF MEETING:**

June 21, 1996

**DATE MINUTES ISSUED:**

June -----

**PARTICIPANTS:**

Gail Dorph, Alan Hoffmann, Phyllis Gentle (sec'y.), Barry Holtz, Josie Mowlem, Dalia Pollack, Nessa Rapoport

**COPY TO:**

Sheila Allenick, Karen Barth, Adam Gamoran, Ellen Goldring, Virginia Levi, Morton L. Mandel, Daniel Pekarsky

**I. Minutes of the Previous Meeting**

ADH read the minutes of the June 11 Telecon. He strongly suggested that three (3) hours be set aside for Staff Meetings when he is in New York and 1 ½ hours on a Telecon when he is out of the office.

Staff Meetings and Telecons were set up from Friday, August 9 through Monday, December 30. See attached meeting list.

**II. Staff Meeting Agenda- June 25**

The June 25, 1996 staff meeting agenda was discussed. ADH suggested that item on Cissy Lacks be removed from the agenda. He also mentioned that Life Insurance benefits for the staff have been doubled.

**III. Charles Helman and Lisa Malik**

ADH mentioned the possibility of Charles Helman joining CIJE as a consultant involved with producing a senior personnel planning piece. He also mentioned that Lisa Malik has been invited to attend the August staff and Steering Committee meetings. She will arrive in the NY area on August 11.

Lisa Malik will stay in NJ and commute to CIJE. She will rent a car. Her infant is only 2 months old and still nursing. ADH says she is finishing her doctoral dissertation, but he doubts that she will finish before May 1997.

## **V. Calendar of Meetings in Israel**

ADH will meet with the Meyerhoff family in Baltimore. ADH mentioned that Ruth Pinkenson would like to work as a part-time consultant to CIJE, spending 1/3 of her time with CIJE, 1/3 in Baltimore and 1/3 with the Meyerhoff Foundation. ADH would like staff to meet with her in Israel.

Assignment

One year from now, Howie Dietcher would like to choose one of three Jerusalem fellows. This person will be sent to Israel for one year to study and identify needs in the Jewish/American Community. Sarah Feinberg will arrange meetings for staff in Israel with Ruth Pinkenson, Howie Dietcher, Nellie Harris and Annette Hochstein.

## **VI. Research Network**

Adam Gamoran has been in conversation with Stuart Schoenfeld regarding the Research Network. The issue will be discussed more thoroughly at the meeting in Cleveland.

## **VII. Melitz - JCCA Camps**

Broad strategy regarding a joint Melitz and CIJE project on Jewish camping in the USA will be discussed in Israel next month. Jonny Ariel reports that those interested include Milwaukee, Atlanta, St. Louis, and the big prize, New Jersey "Y" camps. Len Kailin, who is the supervisor of two B'nai B'rith camps in Milwaukee and Pennsylvania recognizes the need for senior staff development. ADH remarked that dealing with JCCA camps is important.

## **VIII. Ora Zohar**

ADH brought up the subject of Ora Zohar, who is a distinguished academic. She is available for several semesters and would like to spend three-month periods holding seminars of two to three days per week.

## **IX. Dalia Pollack**

Dalia Pollack and those present discussed the GA and the lack of process. The question, what does CIJE want to do at the GA, was asked.



List of Staff and Telecon Meetings  
from June 21, 1996 Staff Meeting

---

Friday, August 9, 1996	Staff Meeting	10 am - 1 pm
Wednesday, September 4, 1996	Staff Meeting	10 am - 1 pm
Tuesday, September 10, 1996	Staff Meeting (JM's House)	4 pm - 7 pm
Monday, September 16, 1996	Telecon	10 am - 11:30 am
Wednesday, September 25, 1996	Telecon	10 am - 11:30 am
Monday, September 30, 1996	Staff Meeting	10 am - 1 pm
Monday, October 7, 1996	Telecon	10 am - 11:30 am
Monday, October 14, 1996	Staff Meeting	10 am - 1 pm
Monday, October 21, 1996	Staff Meeting	10 am - 1 pm
Monday, October 28, 1996	Telecon	10 am - 11:30 pm
Monday, November 4, 1996	Telecon	10 am - 11:30 pm
Monday, November 11, 1996	Staff Meeting	10 am - 1 pm
Tuesday, November 19, 1996	Staff Meeting (GZD's)	9 am - 12 pm
Monday, November 25, 1996	Telecon	10 am - 11:30 pm
Monday, December 2, 1996	Staff Meeting	10 am - 1 pm
Monday, December 9, 1996	Telecon	10 am - 11:30 pm
Thursday, December 19, 1996	Telecon	10 am - 11:30 pm
Monday, December 23, 1996	Telecon(?)	10 am - 11:30 pm
Monday, December 30, 1996	Telecon(?)	10 am - 11:30 pm



**CIJE Staff Meeting  
June 25, 1996  
Cleveland**

1. CIJE Affiliated Lead Communities - Issue of Community Mobilization
2. August Steering Committee Agenda
3. Cissy Lacks
4. Developing 1997 Work Plans and Budget - August 12, 13, 14 Staff Meetings
5. October Board Meeting
6. GA 1996
7. Annual Report
8. Cummings Proposal
9. Update on Professors
10. Planning Calendar
11. Cleveland College Distance Learning Demonstration-on campus at 7:30 pm
12. Expense Reports - Israel Trip
13. Evaluation Manuals

**Minutes:**  
**Date of Meeting:**  
**Date Minutes Issued:**  
**Participants:**

**CIJE Staff Meeting**  
**June 25, 1996**

Sheila Allenick, Gail Dorph, Adam Gamoran, Alan Hoffmann, Barry Holtz, Virginia Levi, Josie Mowlem (sec'y), Daniel Pekarsky, Nessa Rapoport, Bill Robinson

**Copy To:** Karen Barth, Ellen Goldring, Morton L. Mandel, Dalia Pollack

**I. Staff Meetings - August 12, 13, 14**

ADH reviewed the plans for the Staff Retreat on August 12, 13, 14. JM is looking for a place for the event.

The schedule is:

August 12

Morning: Management of change: Beyond 2003- What does success look like? KB  
 Afternoon: Community Mobilization discussion to include priorities and resource issues (personnel and funding) NR

August 13

Morning: Building the Profession GZD  
 Afternoon: Content and Program BWH  
 Evening: MEF or Community Mobilization (cont.)

August 14

Morning: CAPE - AHochstein  
 -Evaluation of the Professors  
 Afternoon: MEF - EG

**II. Community Mobilization**

Assignment NR will make plans for a day in October for lead community lay and professional leaders to review what we've learned. October 21st was suggested. This meeting is about the design of a future seminar for community mobilization and is a way to help us think about the outcomes.

GZD announced a two-day seminar in October geared to the Harvard participants and their lay leader teams.

Assignment NR will invite Steve Hoffman, Chuck Ratner, Mark Gurvis, Steve Chervin and Chaim Botwinick to the October meeting.

**III. Steering Committee Agenda - 8/15/96**

The following is the suggested agenda for the August Steering Committee:

- I. Master Schedule Control
- II. Minutes and Assignments
- III. The Professors: Summer - 1996 and Beyond



- IV. The Goals Seminar
- V. 1997 Work Plan - Strategic Thrusts
- VI. What have we learned?  
Presentation from Barbara Neufeld on evaluation

**IV. October Board Meeting**

Several suggestions were made regarding the theme of the Board Seminar (the evening and the following day), which include the sociology of religion in America and the Jews; where does Jewish education fit in this context. The name of Diana Eck was suggested as a possible speaker. The agenda would include CIJE's thrust within this context. B. Schneider's study was mentioned. Synagogue transformation was also suggested. Larry Hoffman and Ari Goldman were also suggested as speakers.

The letter of invitation will indicate that the Board Seminar is a two-day high level invitational program on a topic of great interest. We will begin by inviting New York area people first and, in addition, rotating some members off the Board.

This discussion will continue over the summer.

**V. GA 1996**

NR suggested that we focus our energy on one forum at the GA on managing change or transformation in Jewish education and that we schedule a breakfast meeting for friends of CIJE. These names were listed as possible presenters: Karen Barth, Ted Sizer, Mike Smith.

Assignment ADH will ask MLM to add the GA to tomorrow's agenda at the Steering Committee.

**VI. Annual Report**

NR said that the annual report will be a comprehensive statement about CIJE, not merely a descriptive piece. A project approach to our mission will be used and the focus is the lessons we have learned. The target date for publication is 1/1/97.

These questions were raised but not resolved: what will the second report look like; what type of financial data to include, should donors be listed.

Assignment NR and BR will review our work from the point of view of the lessons learned and what was the work designed to do and report back to staff. ADH will ask

Assignment MLM his views on what he thinks should be included in the report.

**VII. Expense Reports - Israel Trip**

SFA reviewed how to prepare expense reports for the summer seminars in Israel. JM will ask B. Piperno to distribute the memo and forms to participants in Israel.



**VIII.****Cummings Proposal**

BWH reviewed the recently completed Cummings proposal, which is a request to extend TEI for Cohort #3 (supplementary school teacher educators) and Cohort #4 (early childhood educators).

Two highlights of the proposals are the development of a network for follow-up and supervision of the teacher educators, and the creation of a National Center for Jewish Educational Leadership. BWH and ADH met with the Cummings Board about the proposal. CIJE may need a co-funder for this grant.

**IX.****Manual Proposal**

Assignment

AG reviewed the proposal from Adrienne Bank for the evaluation manual. He will follow up with her and prepare a letter of agreement. B. Neufeld and S.

Assignment

Stodolsky will be asked to serve on the advisory committee. JM will have a clear copy of the Table of Contents prepared.

**X.****Financial Items**

ADH noted that SFA sends out monthly financial reports on each domain so that each staff person can track his/her budget. Staff should call SFA to ask questions or review the material.

Assignment

SFA will update the Cummings budget and will add the ten percent of time GZD and BWH spend on TEI.

**XI.****Research Network**

D. Pekarsky and BWH are presenting papers and ADH and GZD are chairing sessions. Next year, individuals should submit papers in the usual way.

Assignment

AG will take responsibility for putting together the panel of papers for the Research Network by November 15. JM will add this date to the Planning Calendar.

Assignment

At the August staff meetings, during the MEF discussions, EG should raise the research capacity question.

Assignment

JM will keep a running list of issues to be folded into the Staff Retreat, for example, relations with the denominations and colleges of education.

**XII.****Ben Beliak Group**

Ben Beliak is a Jerusalem Fellow graduate and a Hillel director at Claremont College who is working toward a doctorate in education. He initiated a project for a professors' network on E-mail. CIJE should undertake more investigation.

Assignment

Two members of staff (GZD, BWH, DP, AG, S. Feiman-Nemser) should attend their retreat.

Assignment

D. Pekarsky should notify staff when and where the next meetings will be held and one person from the above will attend with him.

**XIII.****Professors - Beyond Summer 1996**

BWH reported on the Summer professors, noting that 5 - 6 people had dropped

out for logistical reasons. There are several key questions to be answered: 1) how do we circulate the notes 2) how do we take notes 3) how do we maintain the group after Israel 4) what is our plan for a follow-up one-week session in January or May 1997 5) what is our plan to fold them into our work. Staff in Israel will meet to review these questions during the first week of the Seminar. Two possibilities are B. Neufeld - Evaluation Institute and S. Stodolsky - chair, MEF Advisory Committee.

Assignment BWH will make a decision on the type of document to produce: one that would give a vicarious look at what happened at the Seminar or one which documents the learning experience.

#### **XIV. Sara Lee**

Assignment To bring the academic community up-to-date, staff will expand on the descriptions of their domains in Current Activities, stressing the academic aspect of the work. The aim is for an August/September mailing for the academic community.

Assignment A discussion about the training institutions will be on an agenda in the fall. (JM)

#### **XV. Luncheon Seminars**

JM proposed the dates of 10/21 and 12/9.

The following speakers were suggested: B. Kosmin; S. Bayme; J. Chaniss; D. Steinmetz; D. Pekarsky; B. Horowitz.

Assignment NR will follow up with Kosmin.

#### **XVI. Steering Committee/Campers**

ADH indicated that members of the Steering Committee are not receiving calls systematically or meeting with staff on a regular basis. ADH will follow up with L. Hendler; DP with D. Bader; NR with C. Ratner and S. Hoffman; AG with E.L. Ritz.

#### **XVII. Milwaukee Visit**

NR reported on the recent visit she and DP made to Milwaukee to meet with Federation leadership, who are in the midst of a two-year planning process. NR views this as a pilot project in working with lay people. She and DP will attend another meeting in August.

#### **XVIII. Cummings Consultation**

ADH reported on the Cummings consultation on spirituality in rabbinic training attended by representatives from HUC, JTS, the Reconstructionist College and UJ.



5

**CIJE ASSIGNMENTS**  
from Meeting of June 25, 1996

NO.	DESCRIPTION	ASSIGNED TO
1.	Tentative plan for 10/21/96 to review with lead community lay & professional leaders to review plans for Community Mobilization.	NR
2.	Invite Steve Hoffman, Chuck Ratner, Mark Gurvis, Steve Chervin & Chaim Botwinick to October meeting.	NR
3.	MLM was asked to add the GA to 6/26 Steering Committee Meeting.	ADH
4.	Re: Annual Report - review of our work as to lessons learned and what work was designed to do with a report of findings to staff.	NR and BR
5.	MLM to be asked his views on what should be included in Annual Report.	ADH
6.	JM to ask B. Piperno to distribute memo and expense forms to participants in Israel.	
7.	Letter of agreement for Evaluation Manual from Adrienne Bank to be prepared.	AG
8.	Clear copy of Table of Contents for Evaluation Manual to be prepared.	JM
9.	Cummings budget to be updated.	SFA
10.	Put together panel of paper for Research Network by November 15.	AG
11.	Nov. 15 to be added to Planning Calendar. (See #10 above)	JM
12.	The research capacity question to be raised at August Staff Meeting.	EG
13.	Running list of issues to be folded into Staff Retreat.	JM
14.	Two members of staff should attend Ben Beliak group retreat - D. Pekarsky and one other person.	GZD, BWH, DP, AG, S. Feiman-Nemser
15.	Staff will be notified when & where next meetings to be held by D. Pekarsky	DP
16.	Decision to be made re Summer Professors document.	BWH
17.	Descriptions by staff of Current Activities for an Aug./Sept. mailing to academic community	NR/Staff
18.	Discussion re training institutions to be on agenda in the fall.	JM
19.	Follow up with B. Kosmin as a speaker for Luncheon Seminar.	NR



**CIJE Staff Meeting  
Friday, August 9, 1996  
Agenda**

- I. Minutes and Assignments
- II. Storage and Supplies
- III. Board Seminar
- IV. Board Meeting
- V. CIJE/Wexner Agenda - 9/11/96
- VI. 1996/97 Calendar
- VII. Retreat - August 12-14
- VIII. Meyerhoff Consultation
- IX. GA - content  
arrangements
- X. Hirshhorn/Blaustein Report
- XI. Cummings Proposal
- XII. Report of Videotape Consultation
- XIII. Educated Jew Consultation, Nov. 10-11, 1996
- XIV. CIJE/CJF Staff
- XV. Luncheon Seminar
- XVI. Nellie Harris
- XVII. Bonnie Hausman

CJF/CIJE



Council  
of Jewish  
Federations, Inc.

730 Broadway, New York, NY 10003/212 475-5000

CJF FAX. NO. (212) 529-5842

Direct Phone:

(212) 598-3530

Fax:

(212) 533-4347

F A X   T R A N S M I T T A L   S H E E T

TO ALAN HOFFMAN

DATE August 6, 1996

CIJE

532-2646

NO. OF PAGES 20  
(including this sheet)

FROM CARL SHEINGOLD

COMMENTS

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**MEMO**

August 5, 1996

TO: Alan Hoffman  
Jon Woocher

FROM: Carl Shcingold

RE: Meeting, August 7, 2PM; at CJF

I've enclosed four documents relevant to our meeting on Wednesday.

1. A report I gave to the CJF Executive Committee last month. It is a transcript of a tape made at the meeting -- I was not reading from a written text -- and other than cleaning up some of the extreme cases of verbal formulations which make no sense on the printed page, it really hasn't been edited in terms of substance of style.
2. A memo which provides my first draft of a piece of the document we need to put together. Ditto for Jon and Dalia.
3. Alan begged off writing something, but promised an oral presentation.
4. I assume I speak for Dalia and Jon when I say that the piece I wrote was intended to provide a focus for our discussion, but needs a great deal more elaboration. But I assume that such elaboration will come out naturally as we talk about short and long term strategies.

I would propose the following agenda for our discussion:

- A. Alan's verbal magnum opus, followed by general discussion of the documents.
- B. Planning for the advisory committee meeting, urgently targeted for mid-October. What are our goals for it? What do we need to prepare for it, including either a consolidated paper, or next drafts of the current papers, but also what discussions



need to be held between now and then, including perhaps bringing other perspectives into the discussion? In this context, we need to provide institutional updates, and then discuss short and long-term strategy.

It seems to me that there are two keys here:

1. Is it the right time to push for attention and serious engagement in the CJF context. I think that we need to. I'll provide an update on my own thinking and am prepared to have a frank discussion about this.
2. We will also need to have a frank discussion regarding JESNA/CJF, in their bilateral relationship and in regard to their relationships with CJF.

I look forward to our conversation.



Remarks by Dr. Carl A. Sheingold  
"An Update on CJF work on the Jewish Identity Agenda."  
CJF Executive Committee  
July 23, 1996

Maynard has asked me to report on what CJF has been doing in the area of Jewish Identity, particularly in the year which has passed since the publication of the report of the North American Commission in November of 1995.

### BACKGROUND

Let me begin with some context and perspective. In some respects this issue calls for us to respond in familiar ways. It's an agenda item. In some ways it's new. In some ways, it is being given increased importance, particularly as a result of the publication of the 1990 National Population Study. We have to find ways to help communities deal with it. We have to provide services. We have to do many different things, and some of them we're doing.

But I think we also recognize that the issue of Jewish Identity (or whatever label we give it — identity, continuity, education) is something that goes deeper and has to be addressed by finding new ways to think about what we do and how we do it. It calls for a response which goes beyond providing services. I'm reminded of a discussion that took place in the Budget Committee yesterday when the issue of dues came up. And it was said that there's a short-term problem here we have to address which calls for a review of formulas, procedures for collections, and so on. There are long-term trends here as well, which sometimes make those dealing with this issue feel like they are trying to roll a boulder up a hill. These long-term trends have to do with the way individual communities relate to anything on a continental or international level, and the way individuals and institutions within communities relate to the broader community and the Federation idea locally. Conrad Giles's remarks today addressed that. In regard to dues, we need to act in the short run, but we can't ignore the long-term trends.

Similarly with Jewish identity. There's a feeling even in our individual family lives that the long term trends are not salutary. They're a source of great concern. We're dealing with something that goes very deep, that's very complicated, and that's very troubling. It goes beyond the short-term, and indeed goes beyond what we know how to deal with, if we're honest with ourselves. And at the same time, we're dealing with immediate needs to do programs, to do problem-solving, help communities find out what each other is doing. To develop new initiatives, such as the Israel Experience which Marty just discussed.

That's a challenge. At the risk of uttering a cliché, it's also an opportunity, because it suggests that if we take this issue seriously and deal with both the short run and the long run, we're going to deal with some of the profound issues about who we are and what we



have to become to go into the next century as a Jewish Community. It's not just identity programming that we have to deal with.

There's one other aspect of the context that's important to mention, and it's an issue which surrounded our discussions in the last two days, even in regard to the dues problem. The period of the last year or so about which I'm reporting – call it the “post-Commission” period in the realm of Jewish Identity – has also been the period of the National Study.

There's a way in which the National Study and the issue of Jewish Identity have been disconnected from each other. They're disconnected in part because the National Study was really addressing issues of overseas and domestic in a very broad way with the national agencies involved in the Study, other than CJF, have been precisely and intentionally the agencies dealing with overseas. The study has not dealt in any serious way with the national system of domestic agencies, including those concerned particularly with Jewish identity. There's also been a disconnect because the National Study has yet to get to operations, functions – how we do our business. That's always been talked about as the next step.

If you want to talk about Jewish identity and Jewish continuity and how a national system can address it, that's not a discussion of equitable responsibility. It's not a discussion of floors, allocations, and who sits at a table. It's precisely a question of functions, and operations. It's the question of what our business is, how we do the business, how we divide labor in doing the business. That's a more important source of disconnect.

But there's also been a sense, I think, for many of us that the National Study would eventually lead to a tremendous opportunity relating to Jewish identity and continuity. When we finally get to talking about operations and how we can conduct our business and do it better in a substantive way, then we're talking about organizational change. And there's always been a sense that only in an environment of serious attention to organizational change can we address the issue of Jewish identity and Jewish continuity in a serious way.

So on the one hand, the National Study has been this huge factor operating in the environment, disconnected from the issue of Jewish identity, but also the sense that it ultimately will present an opportunity to do some serious re-engineering and rethinking about how we can address all issues, including this issue.

### STRUCTURE

That's the context. Let us turn to a brief narrative about what's been happening at CJF. After the Commission had completed its work, several decisions were made. One was that in the short run, CJF should expand on a successful institutional partnership in addressing this issue. The partnership that had been there for several years was with JESNA, and the



expansion was to begin also working more intensively with the Council on Initiatives in Jewish Education (CIJE).

There was a decision that we needed at CJF a staff person whose work would be dedicated to this subject, something we've never had at CJF. It's always been, to work on this issue, you need to stop working on some other important issue. As a result of what amounted to a challenge grant process, we were able to get funding, half from the endowment committee of CJF, and half from the Mandel Foundations, to hire someone. Her name is Dalia Pollack. I don't know how many of you have met her, but she is a wonderful addition to the CJF staff.

Then there was the decision that we have to have some kind of lay structure established, and I think, as Maynard announced some time ago, the decision was to ask Chuck Ratner of Cleveland (who many of you know) to lead that process. Chuck's first instinct on this before setting up something formal and long-term, was to create a small, informal advisory committee, to get some people involved who could help him to think about this, who particularly had expertise in the CJF, JESNA and CIJE worlds and operations. So Jon Colman, Mark Lainer, Dan Shapiro and Chuck have been meeting along with the staff representing the three institutions — myself, Alan Hoffman from CIJE, and John Woocher representing JESNA, and Dalia. We've had some informal conversations. In the very first one, Chuck had some strong feelings that were supported by everyone. He said, and all agreed, that many good things are happening on the ground. All three institutions need to build on that, keep communications going between these agencies, see where we can cooperate, etc. That is primarily a staff function.

But, he said, this is not the time to establish the long-term formal structure for CJF, on the lay or professional level. The very strong feeling shared by all in that discussion was that we needed to wait for the National Study to reach a different stage in its process. During this period, the attention of the national leadership would inevitably be on the National Study. There would presumably be a time in the future when the attention would turn to actually designing, in an operational sense, a new organization. That would be the moment for the question of how CJF needs to address Jewish identity to be focused on in a serious and substantive way. That was the conclusion reached.

### ACTIVITIES

Let me try to describe what's happened, and where we are right now. Number one, lot's of things are happening. I'm not going to try to represent CIJE or JESNA in this report, but just give you some of the headlines of activities of CJF, some of which are familiar, some of which are new, some of which are opportunities we are testing out during this experimental period. Obviously, we are working with communities, and one of the new efforts, working with JESNA, is to create a data bank that will be available on line of what communities are actually doing. The goal is not to have to make a phone call, but to have



an immediate online opportunity to ask questions and share information about programs. Obviously, we do things at Quarterlies, at the GA. That sounds routine, but at last year's GA a Jewish Identity Institute was organized, with the staff of both JESNA and CIJE being deeply involved, that many regarded as an historic event, in terms of what happened, what impact it had, the issues raised, the style in which it was conducted, etc. I'm always aware working on the GA how I can both overestimate and underestimate the impact of the GA. I don't think I can underestimate the impact of that Institute. There is a manual on Synagogue/Federation relations – a collaborative effort of our Planning Department, JESNA and a consortium of religious movements. A CPE course on evaluation, with particular emphasis on continuity programs. We have the AVI CHAI Award program. We have activities that we don't label "Jewish identity," but are about Jewish identity, whether its Jewish University Student Services, The Israel Experience and so on. And other activities directly or indirectly concerned with this issue.

Let me mention two things that are somewhat unusual and represent interesting and very different kinds of opportunities. One is actually connected to a TV series. I don't know how many of you are aware, but in the fall on public television across the country, there's going to be a series produced by Bill Moyers for public television called *Genesis*. It's a program that was inspired by a visit Moyers made to the Jewish Theological Seminary about four years ago. He sat in on an ongoing study session organized at the Seminary involving Jews, Christians, and Muslims; involving writers, poets, film makers, theologians – a great variety of people, all of whom got together on a regular basis to discuss the narrative portions of *Genesis*, and to discuss what it could mean to their lives, to contemporary issues in the world in which we live. Moyers was inspired by the study session and this TV series is his attempt to bring that excitement – which is excitement about what we call in a broad sense "Torah-study"; about what we seek to excite and inspire people in Jewish education – to every home in the country that gets public television. The Revson Foundation and some other foundations have a lot invested in this. They have goals that go far and wide. Some of their goals actually have to do with inter-group and inter-religions relations: Jews, Christians and Muslims talking about their common "text", and finding meaning in it together

For our more specific concerns today, this obviously has great potential for providing a tool for supporting Jewish education and Jewish identity – for demonstrating to many people in a very powerful way that our Jewish texts can provide meaning and insight to their lives. We at CJF have been working with the Revson Foundation to find a way to create a way for local Jewish communities to take advantage of this opportunity. That is an example of what I called trying something out which may or may not fulfill our hopes for it, but can be done in this experimental period.

The other project I want to report on grows out of discussions we've been having with the Nathan Cummings Foundation for the last year or so. It's about what could be a very important and exciting project that has two aspects to it. The Cummings Foundation has



always been interested in the issue of outreach — outreach to the inter-married, outreach more generally. Particularly in the aftermath of the publication of the report of CJF's Task Force on the intermarried, there has been a mutual interest in exploring working together.

More generally, it has become clear in recent years that the Federation/CJF relationship to the major private foundations was a critically important issue. There is increased recognition by some of the private foundations, Cummings included, that a relationship to our system is critical to having the impact they wish to have on Jewish life. And there is an increasing recognition at CJF that the same is true in reverse — that we need relationship to the major private foundations to accomplish our goals.

So we've been talking for the last year and a half about doing something with the Cummings Foundation, and ultimately other foundations as well in the area of outreach to the intermarried, and more generally. The original idea was to develop a classic grant making project, with requests for proposals on creative projects in this area followed by grants. There was interest on the part of other foundations, but before making commitments they wanted a more detailed plan. As a result, the Cummings Foundation awarded CJF a planning grant which enabled us to retain the management consulting firm of Bass and Howes to help us to structure the project. Our consultant has been talking to communities, experts, CJF staff, and others. What has emerged is a very interesting plan, in some respects quite different from what we originally envisioned. The proposal should be completed next month.

1. The proposal seeks to respond to several needs and goals. First, we want to provide immediate help to communities working in this area.
2. Second, we want to have the opportunity to learn from what is being done. What works? What doesn't? How real are its effects. This is an area where even people who may be committed to the need may have questions about the work itself. Does it have a long-term impact? Are we accomplishing something? And the communities and institutions involved also have such questions. All feel they are experimenting and finding their way through a very complicated and new kind of challenge.
3. Third, the need for serious evaluation also emerges in response to some of the controversy surrounding this subject. There are debates in our community about inreach and outreach, not to mention debates about intermarriage and the appropriate communal response to the intermarried. In regard to the latter, our Intermarriage Task force helped CJF to formulate its response, which is the basis on which we are proceeding here. But beyond ideological disputes, a central question surrounding the controversy is the degree to which we seriously can say we're accomplishing something — that outreach efforts help to produce serious Jewish involvement, serious Jewish commitments that are sustainable. This is another reason why evaluation is so important, as well as serious discussion what we do and can mean by these words.



These considerations led to a proposal for establishing this project in phases. In the first we would work directly with the communities that are already working on this area. We would help them to learn from and evaluate what they've done, individually and collectively, and we would develop tools to help others.

In the second phase, we would develop a granting mechanism to support communities wishing to begin work in this area. And we would continue to work with other communities, not just to support programs, but to enable all of us to develop our knowledge and capacity.

This illustrates what I believe to be central in this whole area, which is to find a way to move from research to research and development. At the end of the day, our joint efforts with Cummings and other foundations may not only provide a source of funding for communal efforts in outreach, but also as an opportunity for us to build our capacity to do research and development in an area that demands it. That's a sample of some of the things we are engaged in.

#### NEXT STEPS ON STRUCTURE

Let me conclude with an update on where we stand on large question of defining, in a more formal way, CJF's role in and response to Jewish identity. Our informal advisory group met at CJF's May Quarterly. This meeting took place before what has become known as the "town meeting" on the National Study. At the time we met it was assumed that the National Study was moving forward. The group felt that the time was right to begin to address the long-term issues of CJF's role and function in this area. As a first step, they asked the staff to prepare papers on the subject. That is being done, and we will be meeting this fall to review them. I would assume that others would then be brought into this conversation, to get the benefit of their thoughts and advice. The task we set for ourselves was to have a memo ready to deliver on January 1, 1997 to what we assumed at the time would be the executive of a new national entity, to make recommendations about a subject which might not have been at the top of their plate in the last year or two, but which will be critical to the viability of this new entity and the system and community it serves. We'll be discussing what the Federations are doing and what help from the national system the Federations say that they need. We're currently doing a survey to help prepare this part of the report. It will also deal with how others whose commitment and work is precisely dedicated to this agenda, and who may be skeptical about our commitment, view this matter. And we will also deal with some of the broader issues which this issue confronts us with regarding our organizational structure and operations. Let me conclude this report by giving just a few illustrations.

Take the issue of specialists and generalists. Is Jewish identity a new specialty within CJF for which we need a new department? Is it rather, something which affects all of our work and needs to be a part of all of our work. The answer is probably both, but that suggests



the need for creative thinking about organization structure and functioning. And the same issue exists in regard to partnerships with other organizations. Are we looking to delegate this function to other agencies, with whom we will still want a relationship, but in some sense we would see this as their job and delegating it would enable us to do our, different job. Or are we looking for relationships with other agencies who have relevant expertise to help us fulfill our responsibilities in regard to Jewish identity? What is that responsibility? What is our role? Again, no "either/or" answers, but the need for serious creative analysis and thinking.

us? ?  
I have I already alluded to another example in discussing the increasing importance of our relationship to private foundations. What should that relationship be? We don't really know yet. Each example is an experiment. Similar issues – a similar need to create new kinds of partnerships – in the area of synagogue/federation relationships. The answer of how CJF should structure its approach to Jewish identity will inevitably lead to finding ways to structure new kinds of partnerships – not just to form traditional relationships with new partners.

Another example has also been alluded to. CJF needs to find a way to do research and development as an integral part of how we do our business. It is needed to seriously address Jewish identity. Perhaps the need to organize our approach to Jewish identity will force us to confront the need to do R & D.

In summary: We've been doing many things, including some exciting new things. We've been holding off looking at the larger issues and confronting the need, in a more formal way, to organize ourselves in this area. We're now turning out attention to that and I believe that January 1 is still a good target date to have a first response to that challenge.

Thank you.

Fine Laus Deo

Wmh

M:\WP\NICASTALK.WPD



**MEMO**

August 5, 1996

TO: Alan Hoffman  
Dalia Pollack  
Jon Woocher

RE: Jewish Identity

As we all know, the issue of Jewish identity is multi-faceted and multi-layered. The same can be said of the issues which need to be addressed regarding CJF's approach to the subject.

We must help communities respond to this issue. I will not be addressing this focus here, although some tensions surrounding it -- including the tension between responding to perceived needs vs. providing leadership in a process of change -- could have been used as illustrative examples in what follows. Such tensions notwithstanding, this focus presumes our core function is to serve communities -- our clients are the communities. I assume that Jon's and Dalia's memos will provide a draft basis for covering this ground.

Another focus which I assume is being addressed by Alan is based on the way in which the issue of Jewish identity (or education, or continuity or.....) is an agenda, with a constituency which is seeking to get the Federations/CJF engaged and playing its proper role. Here, though the focus may be on communities, the "client" so to speak, is not the communities, but rather it is the agenda itself. (It goes without saying that these different foci are not ultimately contradictory, but they do embody tensions that get reflected in differing organizational missions, emphases, cultures, etc. and, thus, in conflict over organizational divisions of labor.)

The focus of what follows is the larger organizational context of CJF -- the setting in which we seek to organize an approach to Jewish identity. It is based on the following premises.

1. Jewish identity is, itself, a critically important issue which, ultimately, needs to be addressed where people live (which we can call "community", but I'm not comfortable assuming that we all mean the same thing by that, or that any of us know what its most useful meaning will be in the future).



2. In order to adequately address this issue, our organizational system needs to change. It is more than a new agenda item to which we apply our traditional skills in our traditional organizational settings. To use a cliché which is accurate and useful, we need a new paradigm, including new paradigms of organizational role and function.
3. The need for organizational change which this suggests, goes beyond the issue of Jewish identity -- i.e. "Jewish identity" is a potential tool for broader change. Put differently, addressing the way in which CJF deals with Jewish identity represents an opportunity to address the general issue of structural change for CJF. More importantly, only if we seize that opportunity can CJF adequately address the issue. The circularity of this statement is, I believe, an accurate reflection of reality and is at the heart of the organizational challenge we confront.

I have referred to broader issues. Some examples follow.

#### A. Specialists/Generalists

Intra-organizationally, does Jewish Identity call for CJF creating a new speciality, a new department? Is it, rather something which affects and needs to be affected by everything else that we do? Intra-organizationally, is Jewish identity to be delegated by CJF to specialized agencies, so that CJF can then go about its own business, or is Jewish identity something which CJF must deal with itself?

Put in these stark terms, these are false choices. What is needed is a new understanding and organizational reflection of this version of the universalist/particularist tension. We need to come up with creative solutions which go beyond the current way we think about specialists and generalists. This issue is problematic for CJF across the board.

#### B. New Institutional Partnerships

To respond to Jewish Identity requires increased funding to agencies traditionally unconnected to the Federation system, or connected in limited ways. But it also requires different types of relationships. We see this locally in regard to the evolving Synagogue/Federation relationship. We see it nationally in regard to evolving CJF relationships to major private foundations. We see it in the emerging relationships between CJF and JFSNA, and also CJF and CIJE. Even the evolving relationship between CJF and UJA is, in part, an example. In all of these cases, a common link is the need for a new balance between and meaning of independence and inter-dependence. Indeed, what is needed is more of both.

Again, we're dealing with the need for creating a new type of relationship, not just forming a traditional relationship with a new partner. And the need goes beyond Jewish identity, which may be the arena in which we first have to come to terms with it.



### C. Research and Development

CJF has always had a research department. It has done research and collected data to answer questions. Indeed, the 1990 population study has had a major impact and is partly responsible for the developments which lead us to write these memos. But CJF has never had a research and development function. It does not have the capacity to systematically and continuously advance our understanding of new realities in direct connection to the implications of that understanding for the "products" we deliver and the way in which we conduct our "business." (The distinction between public relations and marketing is analogous, and there, some halting steps to making the transition have occurred.) To work effectively on Jewish identity demands this capacity -- a process called R &D -- rather than an ability to produce studies on discrete questions.

Again, we are dealing with developing a new capacity, not just increasing our research budget. Again, it is needed across the board, not just in regard to Jewish identity.

### D. The Role of Content, Education and Training.

All of the above point to the need for a new kind of education and training at CJF.

For example, whatever our structural approach to the specialist/generalist relationship, a new relationship will require new kinds of training and retraining.

If we had an R &D capacity, would its work be absorbed and used? Only if the process of absorption and use were in a setting which was partially educational in nature.

There is also a broader issue. The Federation system was built on meeting needs, the meaning and importance of which were obvious, even visceral, and about which all agreed and around which consensus was not only possible, but natural. The Federation system attracted people to professional and lay leadership roles who were comfortable with such issues, which permitted the focus to be, not on meaning or ideology, but acting on a shared ideology and a taken for granted meaning.

The issue of Jewish identity, for reasons which do not have to be spelled out here, is different. And not just this issue. In a sense, every issue is now at least partially about meaning, meaning which has to be discovered, relearned, reinvented.

An example: why should we be involved in human services? Or why should we care about Israel? Our future relationship to Israel will be dependant on Jewish identity and will, in part, be about Jewish identity. More generally, it will be about content and need to be filled with content. This is reflected in the emphasis being given to the need for a "real" relationship, based on "real" understanding of each other.

Similar questions could be raised about the relationship of the North American Jewish community to the societies in which we live.



How does the Federation system and CJF relate to this need for content? What is its role? An example which is already emerging: a re-definition of leadership development to focus on personal meaning -- the issue of Jewish identity, including a wrestling with its personal meaning.

To raise a very different issue: the system's new relationship to meaning and content will bring with it the need for new models of governance and decision making, still supportive of unity and community building, but which can deal with a greater degree of diversity on matters which go deep. It may also require re-thinking the boundaries of community -- an implicit issue in some of the debates about inreach vs. outreach.

Again, we are dealing here with the need for a new capacity and paradigm, not just adding a course or two to a leadership development or continuing professional education curricula. And the issue goes far beyond Jewish identity.

#### The Role of the National System/The "Leadership" Role of CJF

In the earlier discussion of premises it was suggested that while Jewish identity is clearly an issue which must be addressed "where people live," an automatic translation of that into our traditional notion of local community may not be appropriate. In some ways, this issue is more personal and intimate, in that sense more "decentralized" than a local community. In other ways, it is a reflection of historical, cultural trends which go beyond any community. And identity issues are often influenced and even "lived" in the context of social networks which are national and even international in scope.

At a time of devolution in the political arena, what is the appropriate role of any national organization. Of the national system as a whole. What does "leadership" mean in this context.

Again, the depth of the issues raised is clear, as is their timeliness and significance in arenas other than Jewish identity.

The above issues are illustrative of a larger list and the analysis provided needs to go much further. Rather than expanding on either, let me suggest the implications for the immediate need to formulate a CJF approach to Jewish identity?

The dilemma: Just as the issue of Jewish identity itself is a long-term challenge, so these issues raise questions which do not lend themselves to quick, glib answers. And yet, we need to act. We need to develop on the ground, and not just on paper, a planful CJF approach to this issue.

Therefore:

- a. If formulating a plan of action for the present must inevitably be largely within the current structure, we must seek to avoid doing things which preclude or make more difficult adopting new structures and approaches. This applies to our approach to Jewish



Identity, but also our relationship to other developments at CJF, including those growing out of what was the "National Study" and now may become the "Joint Venture."

For example: we have a stake in seeing that CJF's or CJF/UJA's approach to the Israel Diaspora relationship is not defined solely in term of a distinction between "overseas" and "domestic" concerns. To place Jewish identity at the center of the Israel Diaspora relationship is, precisely, to reject that distinction.

To take what may prove a more timely issue, the position of Research Director at CJF will soon be vacant. We have a stake in how that position is defined, filled and placed within the structure of CJF.

- b. A short term goal will be to develop an R & D capacity within CJF to deal with precisely these kinds of organizational change and design issues, which include -- to further illustrate the circular nature of the challenge we face -- developing an R & D function.
- c. This is not a viscous circle, but it does suggest the need for a two track, short-term approach.

Track #1: We need to develop a plan, which includes inter-departmental and inter-organizational relationships. The plan needs to be clear in regard to services to be delivered and responsibilities assumed. It needs to be provisional in terms of structure, precisely to preclude creating obstacles to the appropriate long-term approach to structure and function.

Track #2: We need, in the short-term, to develop an R&D approach to the kinds of issues raised in this memo, including the development of an ongoing R & D function.

To: Alan Hoffmann  
Carl Sheingold  
Jon Woocher

From: Dalia Pollack

Re: Jewish Continuity and CJF

Over the last several years CJF, together with other national agencies, has addressed the "continuity issue" on a number of levels, but one voice has yet to be heard in the planning of a national strategy for continuity: that of our constituency -- the local communities. We all have ideas about what could and should be done, but local communities are immersed in the issue and the environmental factors that impact on the attention paid to Jewish identity and continuity at the local level: scarce resources, flat or lower annual campaigns, competition with human services for precious and limited dollars. We cannot plan for communities without their input.

In an attempt to ensure that the needs of communities are incorporated into CJF's continuity strategy, a short survey was conducted with communities of varying sizes and representing different geographic regions (Northeast, Southeast, Midwest, West Coast). They were asked the following questions:

- What services can CJF provide that would be most helpful as you embark/continue on the process of planning and implementing local continuity initiatives?
- What services are you currently receiving from any of the national agencies?
- What are the new initiatives your community is planning to engage in over the next few years?

A summary of their responses follows.

#### I. Services from CJF

**Central Resource Bank/Program Bank:** CJF should gather and disseminate information on local continuity initiatives. On-line technology should be used whenever possible to facilitate communities' access to this information. "Distance learning" methods should be employed to educate communities/agencies on current methods, strategies, and programs.

**Mobilizing Community Support/Advocacy:** Communities need help ensuring that the commitment to Jewish education/identity/continuity extends beyond



rhetoric. They are looking to CJF to provide consultation in "managing the process" of interfacing with other local organizations and agencies to create coalitions to support continuity initiatives. CJF can help identify the visions and roles of various organizational partners. Moreover, in a context where continuity dollars are competing with human service dollars, communities are looking to CJF to build Jewish continuity and identity into the national agenda, so that the commitment filters down to local communities.

More than ever, communities are looking for ways to establish credibility for the continuity agenda within the federation context. However, doing this requires well-planned strategies for incorporating this agenda into other focal areas of the federations' work. How does the federation mindset need to change/adapt to address this issue in a serious way? How should a community generate funding and political support for continuity within its own walls?

**Research:** Communities are looking for a systematic account of "what works and what doesn't". CJF is regarded as the appropriate body to gather data (both qualitative and quantitative) and provide insight into previous accomplishments, future trends, current obstacles, geographic commonalities and differences, etc. Communities stated that access to this information would also mesh with their efforts to integrate evaluation into their work by enabling them to set reasonable goals and targets.

**Networking:** There is a need to create an affinity group of professionals who work in the area of Jewish continuity and identity. It was recommended that this group be distinct from the Planners affinity group rather than an appendage. Networking opportunities should take place in person and on-line, and should provide a regular source of information-sharing and ongoing education to professionals.

**Israel:** Communities recognize the need to integrate Israel into their continuity initiatives and to establish a different relationship with Israel in the future. They are looking to CJF, either alone or with other organizational partners, to identify or create Israel curricula, to identify Israeli educational resources and programs, and to help them redefine this relationship in relation to education and identity.

In all of the above areas, CJF is expected to act both as consultant and convener, providing internal expertise when possible and access to outside experts when necessary. Most communities stated that they were looking to CJF to play a much more central role than it has, and become more involved in local initiatives.

## II. Relationships with National Agencies

For the most part, communities' involvement with national agencies (including CJF) has been limited. Many stated that their involvement with JESNA has been quite productive, although they felt that there were areas where JESNA was providing the type of consultation they expected to receive from CJF staff. They had limited involvement with CIJE and CLAL, and all stated the need to involve the JCC Association and the religious movements in future discussion and planning.

## III. Future Initiatives

Communities will be working on initiatives in the following areas over the next several years:

- Family Education
- Adult Education
- Building Israel into the Equation
- Studies of Teens
- Informal Education, including youth groups, camping, Israel experiences
- Reviewing the Relationship with Day Schools
- Grants: The impact of grants-making on inter-organizational collaboration.
- Outreach to Unaffiliated and Intermarried
- Lowering the Cost of Living Jewishly

## IV. Summary

These communities have identified areas of responsibility or involvement for CJF, many of which we had previously identified. However, there are also other issues or items that we cannot ignore as we move forward:

- How do we ensure that the continuity agenda becomes an organic part of the work of CJF (both intra-institutionally and at our events and various affinity group meetings)?
- How do we best use our partnership with JESNA and CIJE to meet the articulated needs of communities? What is the most productive and efficient division of labour?
- Can we identify priority items on which to focus immediately?



## JEWISH CONTINUITY AND THE NATIONAL STRUCTURE

Dr. Jonathan Woocher

We are now well along in the North American Jewish community's latest round of efforts to strengthen Jewish identity and involvement and to enhance the Jewish content and quality of communal life, efforts that have been grouped under the label of "Jewish continuity." Although there are still lively strategic debates underway as to how best to pursue these objectives, it is clear that federations see themselves as having a significant -- though not exclusive -- role and responsibility in this pursuit. At the continental level there is a commensurate role for whatever national structure serves as the federation system's umbrella agency (today this would be CJF).

This role encompasses two main interrelated elements: 1) assisting local communities, largely through their federations, to do the best job possible in designing and implementing continuity initiatives; and 2) ensuring that those elements of the continuity agenda that require direct continental initiative receive this attention in a positive, effective way.

Carrying out the first of these tasks requires a multi-pronged strategy of support that includes:

- information gathering and dissemination;
- direct consultation and guidance;
- lay leadership and professional development; and
- networking of local activists.

The second set of tasks, as outlined in the Report of the North American Commission on Jewish Identity and Continuity, includes in addition:

- advocacy and public relations;
- research and evaluation; and
- continental planning to address emerging and overarching issues (e.g., the role of Israel in relation to Jewish continuity, recruitment and training of Jewish educators, dealing with the impact of migration, etc.).

In undertaking any of these roles, CJF or its successor must embrace one critical principle: collaboration. CJF has neither the substantive expertise, the resources, nor the implementation system to act alone in any of these areas. Hence, it should continue the precedent already established of working through "joint ventures" and "strategic partnerships" with entities such as JESNA, CIJE, the JCCA, Hillel, the NFJC and the religious movements in order to maximize the resources that can be brought to bear on specific issues and the synergies that can be effected in addressing these issues. In particular, JESNA, which shares with CJF a federation constituency and a community organization perspective, and which has considerable substantive expertise in the area of Jewish education, a central focus of nearly all continuity endeavors, is a natural partner for CJF in virtually the entirety of this work.

There is one other vital task for CJF or a new national structure with respect to Jewish continuity: ensuring that *all* of its activity is linked to and infused by the concern for developing active, committed, knowledgeable, participating Jews who form a purposive community. This can be done by weaving specific connections between the historic components of the federation agenda -- rescue and relief, meeting human needs, seeking a just society, building the land and



people of Israel and our connection with them -- and a Judaic vocabulary and consciousness. CJF must not allow "continuity" to become one agenda among many, but rather develop it as the glue that holds all of the agendas, including fund raising, together.

In concrete terms, I have suggested the following agenda for a CJF Jewish continuity "joint venture" with JESNA and, where appropriate, other partners such as CIJE:

- 1) Direct consultation to local communities (through their federations, continuity commissions, and/or central agencies for Jewish education) on continuity planning and service issues.
- 2) Information gathering and dissemination relating to Jewish identity and continuity.
- 3) Production of publications and other resources designed to guide and assist local communities and the Jewish community as a whole in their efforts to strengthen Jewish identity and promote Jewish continuity.
- 4) Development of programming for the General Assembly and other conferences and events.
- 5) Professional networking and education for federation, continuity commission, and central agency staff.
- 6) Lay leadership networking and education.
- 7) Coordination of national projects and initiatives relating to Jewish identity and continuity and involving federations and local federation system agencies.
- 8) Research and evaluation on Jewish identity and continuity.
- 9) Liaison with other agencies and institutions working in this arena (including CIJE, JCCA, Hillel, NFJC, the religious movements and Israel-based institutions).
- 10) Assisting Community Services Department staff in their work with communities as it relates to Jewish identity and continuity issues.
- 11) Assisting regional development initiatives.
- 12) Orienting and training federation professionals working in campaign, FRD, and other areas to deal more effectively with Jewish identity and continuity issues.
- 13) Providing Judaic content materials to inform a range of federation and CJF activities.
- 14) Building relationships with Israel and Israelis around Jewish identity and continuity concerns.

A final component in the work plan should be the creation of a forum, convened by CJF, where the key institutional actors at the continental level can meet on a regular basis to exchange information, raise concerns and suggest agenda items for planning and subsequent action, reduce inter-organizational tensions, and explore ways of more effectively supporting one another's work at the national and local levels.



**CONFIDENTIAL**

1

**MINUTES: CIJE STAFF MEETING**

**DATE OF MEETING:** AUGUST 9, 1996 and AUGUST 14, 1996

**DATE MINUTES ISSUED:** September 12, 1996

**PARTICIPANTS:** Karen Barth, Gail Dorph, Sarah Feinberg (sec'y), Alan Hoffmann, Barry Holtz, Josie Mowlem, Nessa Rapoport

**COPY TO:** Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia Levi, Mort L. Mandel, Daniel Pekarsky

---

**I. Review of Previous Minutes**

Assignment A. Annual Report: NR has commissioned photos for a range of CIJE's programs. ADH would like NR to make a backwards map from January for the Annual Report.

Assignment B. Everyone should speak with SFA about the budgets of their domain.

Assignment C. JM will remind DNP re: Ben Beliak. He needs to decide who and when will visit. We need to think about 1) if these professors can be useful to us and 2) can some of them be merged into our professors group.

D. We are sending *Back to the Sources* as a gift to the participants of the Professors Seminar.

Assignment E. We want to expand the *Current Activities* into a mailing to the academic community:

1. Professors--BWH
2. Harvard Principals--GZD
3. TEI--GZD
4. Goals--DNP
5. CIJE Board Seminar and Lunch Seminar--NR
6. Best Practices--BWH
7. Manual for CIJE Study of Educators--AG
8. Planning Initiatives--ADH
9. Brandeis University--BWH
10. Lead Communities--GZD
11. Keep DLB and SFN on Senior Staff and Consultants list, but don't add anyone else.

F. The October Luncheon Seminar is scheduled for October 21. The second Luncheon Seminar will be Dec. 11 and the speaker will be Barry Kosmin.

G. The Milwaukee notes will be handed out at the Steering Committee.

Assignment

H. JM will remind Sheila about the Cummings budget.

## II. Storage and Supplies

JM handed out a memo regarding the location of supplies. She explained the new and improved system. We still need to reorganize our files, which should be done when JM is around.

## III. Steering Committee

A. Susan Stodolsky will present on the Professors Seminar.

B. Danny Lehman will present on the Goals Project Seminar.

C. Agenda

1. JM will check the assignments. In the future, it is easier to write the minutes if the staff gives JM copies of their Steering Committee presentations.
2. MLM can present the issue re: size of board. Everyone agrees that the Steering Committee should expand to 20-25 people and that there should be some sort of Biennial. There is a disagreement over whether the 100 come together for a seminar or are they really a functioning board.
3. JM will find out how much a LCD panel/screen will cost.
4. At the retreat, we need to discuss what we will present to the Steering Committee.
5. DNP will introduce the Goals Seminar and BWH will talk about what happens beyond the Professors Seminar.

Assignment

## IV. Board Seminar and Meeting

A. The Board Seminar will be held at the Jewish Museum.

B. What do we want to talk about at the Board Meeting?

ADH doesn't think that models of change are appropriate right now.

Assignment

GZD thinks that we should make an assignment for the April meeting. NR brought up the GA framework on the federation of the future. KAB suggested M. Katzenbach from McKinsey. He has written a book on change management. KAB will think about the April meeting, including speakers and the program. GZD suggested David Cohen. ADH and BWH think he would be good for a committee. GZD suggested that the role of the Board Meeting was to give an update on CIJE activities. If people come because they are interested in us, then that's what we should emphasize: what we are thinking, the exciting



things we are doing. BWH suggested a "show and tell" from participants of our programs. GZD thinks it would be better if it was just CIJE staff presenting. KAB thought that the retreat would be a good time for us to address the major issues of where we are going, who we are, how we can engage the board in this. A critical question: are the board members an important part of our future? ADH said yes, but...and explained the history of the Steering Committee and Board. There are a couple of issues: 1) can't be too small that it can't raise money; 2) Esther Leah Ritz thinks that a board needs to be bigger.

#### C. Board Structure

GZD asked if we should set a precedent to cancel the board meeting. If we don't, we need to decide now if we are going to do it and divide the responsibilities. ADH thought that the Executive Committee should have a discussion re: board structure. At the Board meeting we should do a CIJE presentation, maybe in the afternoon session. We would say that this was to be the last meeting of the old structure. This would give us until April to send out letters to thank those who now sit on the board for their service and create a new board with different people. ADH needs to talk to MLM about the wisdom of canceling the Board Seminar.

Assignment

#### D. Names of Possible Speakers for Board Seminar

It was decided to hold the seminar in October. Possible names for speakers suggested were: Irwin Kula, President-elect of CLAL; Yitz Greenberg; Isadore Twersky; Arnie Eisen; Deborah Mayer; Larry Hoffman on "Reinventing the Concept of the Synagogue for the Year 2000" or "Case for Praying"; David Saperstein; Steve Spiegel (Gail's brother-in-law) on American Jews; Tom Friedman; Barry Chazan; Steve P. Cohen; Danny Gordis; Schulweiss; Sam Heilman; Leon Botstein.

#### V. Calendar

A. Meeting Aug. 14 at JTS. Re: Relationship with JTS, and to put together a meeting in October. GZD and KAB will attend with ADH.

B. ADH met with Joel Paul, who places people in higher positions in educational institutions. They discussed ideas of training. ADH thinks that GZD and EG should meet with him next.

C. ADH and GZD are meeting with Bonnie Hausman on Sept. 5. She might be able to work with CIJE on Early Childhood.

Assignment

D. GZD needs to come back with a Harvard date in January.



E. MLM will be at CIJE one day a month. ADH suggested that one of the things MLM could do while here would be to meet with lay leaders.

F. GZD noted two items which are not on the calendar

- |            |   |
|------------|---|
|            | 1. Professors/Goals group seminar. Maybe Jan 5?   |
|            | 2. Eilon Schwartz   |
| Assignment | 3. BWH will E-mail the 9 professors who were in Israel. Should S. Feiman-Nemser call the rest? ADH: both new and old professors? BWH: we need someone to do the logistical stuff. DNP, maybe? NR: can the new people come earlier than the old? |
|            | 4. Jan 9, 10, 11, 12 for professors group.  |
| Assignment | 5. ADH suggested that DNP be responsible for programming; S. Feiman-Nemser for people; JM for logistics.  |
|            | 6. JM: What about Florida?  |
| Assignment | 7. ADH: invite Johnny Cohen for Jan/Feb. Luncheon Seminar.  |

## VI. Staff Retreat

A. KAB: Einat Wilf from McKinsey pulled together material on change management and she will attend the presentation.

B. EG will explain a different way to approach work at CIJE.

*Staff meeting continued on August 14, 1996. Additional people present at this meeting: Sheila Allenick, Ellen Goldring, Danny Pekarsky*

## VII. Meyerhoff Consultation

A. ADH has been invited to the Meyerhoff Family Retreat. Jon Woocher, Irwin Kula, and Richard Joel will attend as well. The purpose is to create a new fund, some of the money to be used for Jewish Education.

B. Some questions to be answered at the retreat:

1. Should this fund have one focus or be multi-focused? There is some consensus that there should only be one focus. (This meeting is with the nine children and two parents, no spouses.)
2. Should the money remain in Baltimore or be dispersed throughout the East coast or nationally?
3. ADH wrote a \$1.5 million proposal for Early Childhood in Baltimore, which would become a national model. He hopes to see the Myerhoffs commission 2 or 3 foci which would then become a model. ADH is being asked to do this in his private capacity, not as a part of his role at CIJE. ADH sees 100% success as having a design document in October which would describe what Early Childhood



in Baltimore would look like. Problem is who would do this? ADH and GZD are meeting with Bonnie Hausman on Sept. 5. BWH thinks we should talk to Michael Paley about her...she might have been a Wexner Heritage Fellow.

### **VIII. GA**

- Assignment A. A discussion was held as to whether we should conduct any workshops at the GA. We concluded that a forum on the Best Practices in JCCs would be the centerpiece of CIJE's work and make us visible at the GA. JESNA has already decided to hold workshops on Friday and would like us to cosponsor them, but take no responsibility in planning any of them. NR will talk to Art Vernon at JESNA about this. AG has volunteered to attend the GA, so we can build a session around him.
- Assignment B. KAB has volunteered to give a presentation on synagogue change. NR will talk to Carl Sheingold about the change project and try to get it into an institute.

### **IX. CIJE/Wexner Agenda**

- A. "Getting to Know you session"

--EG would like initials on the agenda so people know what to prepare.

- Assignment B. KAB will divide up the presentations.

C. GZD: What do we want out of the meetings? ADH: We are doing the most serious work in professional development in Jewish Education in North America and we should discuss our role in educational change. What are the major trends in Jewish Education? DNP: goals within professional development. GZD: professors, TEI. NR will talk about Milwaukee and the importance to the personnel action plan.

### **X. Nellie Harris**

- Assignment A. GZD will work with Sharon Feiman-Nemser to create a curriculum to prepare Nellie Harris for her CIJE work.

### **XI. Luncheon Seminar**

- A. We need to send a letter announcing the dates, to be mailed next week.
- B. We're still waiting to hear from Steven Bayme, but will send the reminder even if he declines.

**XII. Travel Agency**

Assignment --Premier is leaving BTI. We will switch to a NY-based travel agent. KAB and JM will research this.

**XIII. Educated Jew Project**

Assignment --DNP will think of who else from CIJE will go to the HUC presentation.

**XIV. Videotape Project**

--See attached schedule.

**XV. CIJE/CJF Staff**

--Postponed until September 4.

**XVI. Cummings Proposal**

Assignment --BWH owes Rachel Cowan a two-page proposal. GZD will reconstruct the critique and tell BWH.

**XVII. Hirshhorn/Blaustein Report**

Assignment --We owe another report about what has happened over the past year. KAB and ADH are meeting with David Hirshhorn on Tues, Sept. 10. EG and AG need to think about what kind of report we want. ADH will find out what kind of final report they want and will tell EG and AG.

**XVIII. Aryeh Davidson**

--Will be reported at the next meeting as KAB, GZD, and ADH are on their way to meet with him.



CIJE Staff Meeting  
Wednesday, September 4, 1996  
Agenda

- I. Board Seminar
- II. Board Meeting  
-arrangements
- III. CIJE/CJF Staff
- IV. GA: Report on Institute  
Report on CIJE's participation  
Hotel arrangements
- V. Luncheon Seminar: Update
- VI. Wexner Meeting
- VII. Professors



# **CIJE Calendar of Upcoming Events** **September 1996 - December 1997**

Revision 14  
9/3/96

DATE	EVENT	PLACE	STAFF PERSON
September 4, 1996	Staff Meeting	NYC	ADH
September 10, 1996	Meeting with Wexner Staff	NYC	JM
September 10, 1996	Staff Meeting	NYC	ADH
September 11, 1996	TEI Advisory Meeting	NYC	GZD
September 16, 1996	Telecon	NYC	ADH
September 25, 1996	Telecon	NYC	ADH
September 30, 1996	Staff Meeting	NYC	ADH
October 7, 1996	Telecon	NYC	ADH
October 14, 1996	Staff Meeting	NYC	ADH
October 16-17, 1996	Steering Committee and Board Meetings	NYC	JM
October 21, 1996	Staff Meeting	NYC	ADH
October 21, 1996	Luncheon Seminar	NYC	NR
October 28, 1996	Telecon	NYC	ADH
November 4, 1996	Telecon	NYC	ADH
November 11, 1996	Staff Meeting	NYC	ADH
November 11-16, 1996	GA	Seattle	JM
November 15, 1996	Panel of papers for Research Network due		AG
November 19, 1996	Staff Meeting	NYC	ADH
November 25, 1996	Telecon	NYC	ADH
December 2, 1996	Staff Meeting	NYC	ADH
December 5, 1996	Steering Committee	NYC	JM
December 9, 1996	Telecon	NYC	ADH
December 11, 1996	Luncheon Seminar	NYC	NR



December 15-18, 1996	TEI Cohort I & II	Cleveland	GZD
December 19, 1996	Telecon	NYC	ADH
December 23, 1996	Telecon(?)	NYC	ADH
December 30, 1996	Telecon(?)	NYC	ADH
February 6, 1997	Steering Committee	NYC	JM
March 2-5, 1997	TEI Cohort II		GZD
April 9-10, 1997	Steering Committee and Board Meeting	NYC	JM
May 4-7, 1997	TEI Cohort I		GZD
June 1-4, 1997	TEI Cohort II		GZD
June 26, 1997	Steering Committee	NYC	JM
August 7, 1997	Steering Committee	NYC	JM
November 14-19, 1997	GA	Indianapolis	JM
December 3-4, 1997	Steering Committee and Board Meetings	NYC	JM

C:\CJUE\CALENDAR.WPD

## CONFIDENTIAL

### MINUTES: CIJE STAFF MEETING

**DATE OF MEETING:** SEPTEMBER 4, 1996

**DATE OF MINUTES ISSUED:** September 12, 1996

**PARTICIPANTS:** Karen Barth, Gail Dorph, Sarah Feinberg (sec'y), Alan Hoffmann, Barry Holtz, Josie Mowlem, Nessa Rapoport

**COPY TO:** Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia Levi, Mort L. Mandel, Daniel Pekarsky

#### I. General Office Administration

- A. We have hired an Executive Assistant. Her name is D'vorah Levy and she comes with excellent references and recommendations. She was formerly the executive assistant to the president of a jewelry company for 22 years.
- B. BWH expressed concern that he did not know who was working with him. Beginning next week, SDF will help him.

#### II. Review of Previous Minutes

- A. The issue of the Annual Report will go on the next agenda.
- Assignment B. Everyone should speak with SFA about the budgets of their domain. ADH reiterated that this is very important.
- Assignment C. GZD will tell KAB about Ben Beliak.
- Assignment D. The expanded descriptions from *Current Activities* are due on September 20. JM will send the assignment to AG, EG, DNP with an explanation of the assignment.
- E. Bethamie Horowitz will deliver the first luncheon seminar paper.
- F. NR spoke with Barry Kosmin re: the December luncheon seminar.



- G. BWH is concerned that we ran out of copies of Best Practices in Early Childhood and we need 200 copies to send out with ADH's mailing. We decided to xerox Liz Sheehan's new edition and stamp "Advance Proof" on it.
- Assignment H. GZD reported on her meeting at JTS w/ Aryeh Davidson, KAB, ADH. The purpose of the meeting was to discuss how, when, and with whom CIJE should interact with at JTS. KAB will get back to Aryeh Davidson about the two groups at JTS that we would interact with: a) the upper echelons of the administration and b) the faculty of education. There was a conversation re: our hiring of Nellie Harris. There is an undercurrent of feeling that both CIJE and JTS should always be aware of what is happening at each institution.
- I. We have rescheduled the meeting with Joel Paul for October.
- J. We need to remind ADH to speak with Johnny Cohen re: Jan/Feb luncheon seminar. We need to make it clear that we want him to present only if he is already coming to the States.
- Assignment K. Einat Wilf from McKinsey did a great job at our staff retreat. We should put her on our Friends list.
- L. ADH is going to the Meyerhoff Family Retreat next week. NR did a great job with ADH's paper. Three papers will be presented at the retreat: one by J. Reimer, one by S. Lee, and ADH's. We will xerox them and distribute to the staff. It should be noted that these papers are confidential. We need to get a red confidential stamp for the office.
- Assignment Assignment
- M. ADH/GZD meeting with Bonnie Hausman has been canceled. GZD/SFN/Nellie Harris/Howie Dietcher should have a telecon while SFN is in NYC.
- N. JM is working on a new travel agency for CIJE. We need to have one agent who does all of our work.
- Assignment O. JM needs to remind DNP to choose someone to attend the Educated Jew Project. NR volunteers to attend if she doesn't need to be at the GA.
- P. KAB and ADH need to discuss the Hirshhorn/Blaustein report.

### III. Board Seminar

- A. Larry Hoffman

He is very excited to speak at the Board Seminar, but presently has a scheduling

Assignment

conflict. He is trying to reschedule is prior commitment. KAB will stay on top of this.

Assignment

- B. Plan B if Larry Hoffman is unable to present is for ADH to ask Sara L. Lee if Arnie Eisen can present his paper at the Board Seminar. If she agrees, then BWH will call Arnie Eisen and invite him.

Assignment

- C. If Arnie Eisen is unable to present at the Board Seminar, Jenna Joselit was suggested as an alternative. She teaches at Princeton and is connected to the Jewish Museum. Plan C will be discussed further if necessary.
- D. There was a discussion about changing the seating for the Board Meeting. JM suggested that we do away with the old seating plan since it is obvious when people do not attend or come late. She thinks that round table discussions might work better. KAB suggested that we stay with the old system and then change it in April when we will change the board structure. ADH wondered if we should invite the entire Board Seminar list to the Board meeting. JM thinks we should pick and choose.

#### IV. GA

##### A. "Federation for the Next One Hundred Years"

1. This is the name of Thursday's institute. It will begin with a four scenario plenary session. The four scenarios are: a) Federation as a Facilitator; b) Allocations and Planning; c) Foundation; d) Kehilla.
2. The Plenary will be followed by study sessions. They are not connected to the Plenary.
3. After the study sessions the following workshops will be offered: Israel-Diaspora Relations, Fundraising, Jewish Continuity, and new this year, Human Resource Development.
4. There will be a wrap-up at the end.

Assignment

- B. JM will register everyone (ADH, KAB, AG, NR, BWH) at the Sheraton in Seattle.

##### C. Workshops

1. Presently, there are too many workshops suggested for Friday. The three time slots are 8 am, 10 am, and 2 pm. The themes for the 8 am session are teens and synagogue-Federation relations. This is the only opportunity for KAB to present. The 10 am sessions will focus on "What Works, What's Next." This includes Best Practices, Community High Schools, Congregational Schools, and one other topic. The 2 pm session is on Lay Leadership. NR does not see a place for AG. ADH thinks that we should



- do a session on the Manual.
- Assignment 2. What Works, What's Next. This is the place for CIJE and the JCCA to work together. We need to meet with Alan Finkelstein. One way to make this work for CIJE is to have BWH be the "weaver" of all of the different topics in the session. NR will call Carl Sheingold and then Art Vernon to discuss this.
- Assignment 3. BWH and NR will work together to figure out how CIJE can be utilized in the What Works, What's Next session. If AG wants to go to the GA, then an idea for a session would be: "How to use the Manual as a Tool for Community Mobilization."
4. Maximally, those who are going to the GA are: BWH, AG, NR, and possibly GZD. There is a question as to whether GZD will attend. She will be on the West Coast the following week for a wedding. If she attends, she will try to schedule meetings for that week. It would be good for her to meet with the professors at the University of Washington. GZD should also meet with Anna Richert and Richard Cohen.
- Assignment 5. KAB wondered if she should attend to meet people. KAB/ADH will speak with Steve Hoffman to decide if it is worthwhile for them to attend and schedule meetings. ADH thinks that it might be more productive for them to use the time that he is in the States working on strategic planning.

#### **V. CIJE/CJF Relationship**

This item has been postponed to the next staff meeting. It is not urgent.

#### **VI. Wexner Meeting**

Assignment ADH will facilitate the meeting. GZD wondered where the Wexner mission would appear. JM will speak to Ferne Katleman regarding this issue.

#### **VII. Early Childhood**

- A. Bonnie Hausman  
She has done some research and is very involved in the Jewish community as a volunteer. GZD will speak with her next week.
- B. Bev Engel  
She is an Early Childhood Educator by training and has done a lot of consulting work, including work with directors and staff to improve their institution. She is involved with Machon L'Morim. One drawback is that she is not involved in the Jewish community. Some pluses are that she has the time, interest, and participated in the Harvard Principals Seminar. She will likely come to TEI.

- C. A discussion ensued as to whether this was an either/or situation. GZD seems to think so and would like to form an advisory committee to create a systematic list of questions and begin to interview. The other option is that one of the staff will work on this, but something else will have to be removed from that person's work plan. KAB feels that we need someone to help us make a plan. ADH suggested that this person would have to help us think about problems in Jewish education and have an expertise in early childhood. BWH doesn't think that Bev Engel is passionate about the Jewish aspect, but would be terrific with the organizational aspect.

### VIII. Work Plan

Assignment

We have 2 more days to finish the domain work plans. This is a 3 page document due on Monday. SDF will collect the work plans and make one chart out of them. Everyone needs to figure out how much time each project takes up. This is like making a budget of human working hours.

### IX. Strategic Plan

We need to develop a list of who should be interviewed and then to pick the top 10 names.

### X. Cummings

Assignment

- A. Rachel Cowan is very excited and most interested in a planning grant for JEWEL. ADH needs to speak with MLM re: Cummings grant for JEWEL.
- B. TEI
1. BWH wonders what our commitment to TEI is. Do we still go ahead with Cohort III even if we don't get money from Cummings? We will most likely get money for one more year, we don't know about two. ADH says that we are committed to a third cohort. GZD and BWH think that the fourth cohort will be about Early Childhood.
  2. GZD suggested that we approach Spielberg for funding towards the fourth cohort. This would include the planning process, a network person, as well as an Early Childhood TEI. ADH thinks that GZD should meet with them when she is on the West Coast. He also suggested that CIJE attend the Nathan Cummings Foundation board meetings as their specialists.



**CONFIDENTIAL**

1

**MINUTES: CIJE STAFF MEETING**

**DATE OF MEETING:** AUGUST 9, 1996 and AUGUST 14, 1996

**DATE MINUTES ISSUED:** September 12, 1996

**PARTICIPANTS:** Karen Barth, Gail Dorph, Sarah Feinberg (sec'y), Alan Hoffmann, Barry Holtz, Josie Mowlem, Nessa Rapoport

**COPY TO:** Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia Levi, Mort L. Mandel, Daniel Pekarsky

---

**I. Review of Previous Minutes**

- Assignment A. Annual Report: NR has commissioned photos for a range of CIJE's programs.  
ADH would like NR to make a backwards map from January for the Annual Report.
- Assignment B. Everyone should speak with SFA about the budgets of their domain.
- Assignment C. JM will remind DNP re: Ben Beliak. He needs to decide who and when will visit. We need to think about 1) if these professors can be useful to us and 2) can some of them be merged into our professors group.
- D. We are sending *Back to the Sources* as a gift to the participants of the Professors Seminar.
- Assignment E. We want to expand the *Current Activities* into a mailing to the academic community:
1. Professors--BWH
  2. Harvard Principals--GZD
  3. TEI--GZD
  4. Goals--DNP
  5. CIJE Board Seminar and Lunch Seminar--NR
  6. Best Practices--BWH
  7. Manual for CIJE Study of Educators--AG
  8. Planning Initiatives--ADH
  9. Brandeis University--BWH
  10. Lead Communities--GZD
  11. Keep DLB and SFN on Senior Staff and Consultants list, but don't add anyone else.
- F. The October Luncheon Seminar is scheduled for October 21. The second Luncheon Seminar will be Dec. 11 and the speaker will be Barry Kosmin.

G. The Milwaukee notes will be handed out at the Steering Committee.

Assignment

H. JM will remind Sheila about the Cummings budget.

## **II. Storage and Supplies**

JM handed out a memo regarding the location of supplies. She explained the new and improved system. We still need to reorganize our files, which should be done when JM is around.

## **III. Steering Committee**

A. Susan Stodolsky will present on the Professors Seminar.

B. Danny Lehman will present on the Goals Project Seminar.

C. Agenda

1. JM will check the assignments. In the future, it is easier to write the minutes if the staff gives JM copies of their Steering Committee presentations.
2. MLM can present the issue re: size of board. Everyone agrees that the Steering Committee should expand to 20-25 people and that there should be some sort of Biennial. There is a disagreement over whether the 100 come together for a seminar or are they really a functioning board.
3. JM will find out how much a LCD panel/screen will cost.
4. At the retreat, we need to discuss what we will present to the Steering Committee.
5. DNP will introduce the Goals Seminar and BWH will talk about what happens beyond the Professors Seminar.

Assignment

## **IV. Board Seminar and Meeting**

A. The Board Seminar will be held at the Jewish Museum.

B. What do we want to talk about at the Board Meeting?

ADH doesn't think that models of change are appropriate right now.

Assignment

GZD thinks that we should make an assignment for the April meeting. NR brought up the GA framework on the federation of the future. KAB suggested M. Katzenbach from McKinsey. He has written a book on change management. KAB will think about the April meeting, including speakers and the program. GZD suggested David Cohen. ADH and BWH think he would be good for a committee. GZD suggested that the role of the Board Meeting was to give an update on CIJE activities. If people come because they are interested in us, then that's what we should emphasize: what we are thinking, the exciting



things we are doing. BWH suggested a "show and tell" from participants of our programs. GZD thinks it would be better if it was just CIJE staff presenting. KAB thought that the retreat would be a good time for us to address the major issues of where we are going, who we are, how we can engage the board in this. A critical question: are the board members an important part of our future? ADH said yes, but...and explained the history of the Steering Committee and Board. There are a couple of issues: 1) can't be too small that it can't raise money; 2) Esther Leah Ritz thinks that a board needs to be bigger.

### C. Board Structure

Assignment

GZD asked if we should set a precedent to cancel the board meeting. If we don't, we need to decide now if we are going to do it and divide the responsibilities. ADH thought that the Executive Committee should have a discussion re: board structure. At the Board meeting we should do a CIJE presentation, maybe in the afternoon session. We would say that this was to be the last meeting of the old structure. This would give us until April to send out letters to thank those who now sit on the board for their service and create a new board with different people. ADH needs to talk to MLM about the wisdom of canceling the Board Seminar.

### D. Names of Possible Speakers for Board Seminar

It was decided to hold the seminar in October. Possible names for speakers suggested were: Irwin Kula, President-elect of CLAL; Yitz Greenberg; Isadore Twersky; Arnie Eisen; Deborah Mayer; Larry Hoffman on "Reinventing the Concept of the Synagogue for the Year 2000" or "Case for Praying"; David Saperstein; Steve Spiegel (Gail's brother-in-law) on American Jews; Tom Friedman; Barry Chazan; Steve P. Cohen; Danny Gordis; Schulweiss; Sam Heilman; Leon Botstein.

## V. Calendar

A. Meeting Aug. 14 at JTS. Re: Relationship with JTS, and to put together a meeting in October. GZD and KAB will attend with ADH.

B. ADH met with Joel Paul, who places people in higher positions in educational institutions. They discussed ideas of training. ADH thinks that GZD and EG should meet with him next.

C. ADH and GZD are meeting with Bonnie Hausman on Sept. 5. She might be able to work with CIJE on Early Childhood.

Assignment

D. GZD needs to come back with a Harvard date in January.

E. MLM will be at CIJE one day a month. ADH suggested that one of the things MLM could do while here would be to meet with lay leaders.

F. GZD noted two items which are not on the calendar

- |            |   |
|------------|---|
|            | 1. Professors/Goals group seminar. Maybe Jan 5?   |
|            | 2. Eilon Schwartz   |
| Assignment | 3. BWH will E-mail the 9 professors who were in Israel. Should S. Feiman-Nemser call the rest? ADH: both new and old professors? BWH: we need someone to do the logistical stuff. DNP, maybe? NR: can the new people come earlier than the old? |
|            | 4. Jan 9, 10, 11, 12 for professors group.  |
| Assignment | 5. ADH suggested that DNP be responsible for programming; S. Feiman-Nemser for people; JM for logistics.  |
|            | 6. JM: What about Florida?  |
| Assignment | 7. ADH: invite Johnny Cohen for Jan/Feb. Luncheon Seminar.  |

## VI. Staff Retreat

A. KAB: Einat Wilf from McKinsey pulled together material on change management and she will attend the presentation.

B. EG will explain a different way to approach work at CIJE.

*Staff meeting continued on August 14, 1996. Additional people present at this meeting: Sheila Allenick, Ellen Goldring, Danny Pekarsky*

## VII. Meyerhoff Consultation

A. ADH has been invited to the Meyerhoff Family Retreat. Jon Woocher, Irwin Kula, and Richard Joel will attend as well. The purpose is to create a new fund, some of the money to be used for Jewish Education.

B. Some questions to be answered at the retreat:

1. Should this fund have one focus or be multi-focused? There is some consensus that there should only be one focus. (This meeting is with the nine children and two parents, no spouses.)
2. Should the money remain in Baltimore or be dispersed throughout the East coast or nationally?
3. ADH wrote a \$1.5 million proposal for Early Childhood in Baltimore, which would become a national model. He hopes to see the Myerhoffs commission 2 or 3 foci which would then become a model. ADH is being asked to do this in his private capacity, not as a part of his role at CIJE. ADH sees 100% success as having a design document in October which would describe what Early Childhood



in Baltimore would look like. Problem is who would do this? ADH and GZD are meeting with Bonnie Hausman on Sept. 5. BWH thinks we should talk to Michael Paley about her...she might have been a Wexner Heritage Fellow.

### **VIII. GA**

Assignment A. A discussion was held as to whether we should conduct any workshops at the GA. We concluded that a forum on the Best Practices in JCCs would be the centerpiece of CIJE's work and make us visible at the GA. JESNA has already decided to hold workshops on Friday and would like us to cosponsor them, but take no responsibility in planning any of them. NR will talk to Art Vernon at JESNA about this. AG has volunteered to attend the GA, so we can build a session around him.

Assignment B. KAB has volunteered to give a presentation on synagogue change. NR will talk to Carl Sheingold about the change project and try to get it into an institute.

### **IX. CIJE/Wexner Agenda**

A. "Getting to Know you session"

--EG would like initials on the agenda so people know what to prepare.

Assignment B. KAB will divide up the presentations.

C. GZD: What do we want out of the meetings? ADH: We are doing the most serious work in professional development in Jewish Education in North America and we should discuss our role in educational change. What are the major trends in Jewish Education? DNP: goals within professional development. GZD: professors, TEI. NR will talk about Milwaukee and the importance to the personnel action plan.

### **X. Nellie Harris**

Assignment A. GZD will work with Sharon Feiman-Nemser to create a curriculum to prepare Nellie Harris for her CIJE work.

### **XI. Luncheon Seminar**

A. We need to send a letter announcing the dates, to be mailed next week.

B. We're still waiting to hear from Steven Bayme, but will send the reminder even if he declines.

## **XII. Travel Agency**

Assignment --Premier is leaving BTI. We will switch to a NY-based travel agent. KAB and JM will research this.

## **XIII. Educated Jew Project**

Assignment --DNP will think of who else from CIJE will go to the HUC presentation.

## **XIV. Videotape Project**

--See attached schedule.

## **XV. CIJE/CJF Staff**

--Postponed until September 4.

## **XVI. Cummings Proposal**

Assignment --BWH owes Rachel Cowan a two-page proposal. GZD will reconstruct the critique and tell BWH.

## **XVII. Hirshhorn/Blaustein Report**

Assignment --We owe another report about what has happened over the past year. KAB and ADH are meeting with David Hirshhorn on Tues, Sept. 10. EG and AG need to think about what kind of report we want. ADH will find out what kind of final report they want and will tell EG and AG.

## **XVIII. Aryeh Davidson**

--Will be reported at the next meeting as KAB, GZD, and ADH are on their way to meet with him.



## CIJE ASSIGNMENTS

from Meeting of August 9 and August 14, 1996

No.	DESCRIPTION	ASSIGNED TO	DATE DUE
1.	Create a backwards map from January for comprehensive publications	NR	TBD
2.	Speak with SFA re: budgets of domain	GZD, BWH, NR	TBD
3.	Remind DNP to speak with Ben Beliak	JM	TBD
4.	Expand <i>Current Activities</i> descriptions to one page	GZD, AG, BWH, ADH, DNP	TBD
5.	Remind SFA re: Cummings Budget	JM	TBD
6.	Inquire into cost of a LCD panel/screen	JM	TBD
7.	Think about April Board meeting re: speakers and program	KAB	TBD
8.	Speak with MLM re: wisdom of canceling the Board Seminar	ADH	TBD
9.	Decide Harvard date for January	GZD	TBD
10.	Contact professors re: seminar in January	BWH, SFN?, DNP?, JM	TBD
11.	Invite Johnny Cohen for Jan/Feb Luncheon Seminar	NR	TBD
12.	Speak to Art Vernon re: workshop at the GA	NR	TBD
13.	Speak to Carl Sheingold re: change project, institute	NR	TBD
14.	Assign presentations for Wexner meeting	KAB	TBD
15.	Nellie Harris	GZD	TBD
16.	Find a new New York-based travel agent	KAB, JM	TBD
17.	Decide who will attend the HUC presentation	DNP	TBD
18.	Two-page proposal for Rachel Cowan	BWH	TBD
19.	Report for David Hirshhorn/ Blaustein Foundation	AG, EG	TBD

RABBI MAURICE S. CORSON

Maurice S. Corson has served since November 1985 as President of the Wexner Foundation in Columbus, Ohio. The Wexner Foundation was created by Mr. Leslie H. Wexner, Founder and Chairman of The Limited, Inc. and his mother Mrs. Bella Wexner. The goal of the Wexner Foundation is to strengthen Jewish life by improving the quality of Jewish professional leadership in North America and Israel.

Rabbi Corson received a B.A. degree from the University of Cincinnati and a Masters of Hebrew Letters and Doctor of Divinity from the Jewish Theological Seminary of America where he was ordained as a rabbi in 1960. Rabbi Corson also pursued post graduate studies at Dropsie University, The Jewish Theological Seminary and The University of Washington. Following ordination he served as chaplain in the U.S. Army and as spiritual leader of congregations in Seattle, Washington; Ventnor, New Jersey; and Baltimore, Maryland. He has also served as Director of International and Interreligious Programming of the Jewish Community Relations Council of Greater Philadelphia; National Director of the United Israel Appeal of Canada. Prior to coming to the Foundation he was Associate International Director of Development of B'nai B'rith, the world's largest Jewish service organization.

He has been a Visiting Professor of Religion at Seattle Pacific College, an Adjunct Professor of Religion at Ohio Methodist Seminary and Trinity Lutheran Seminary.

He has held numerous communal offices including the National Executive Council of the Zionist Organization of America; The Joint Distribution Committee; The Religious Education Association; The National Association of Jewish Community Relations Professionals and the Board of the Columbus Public Schools Fund. Currently he is a member of the Executive Committee of The National Hillel Commission and a board member of The Council For Initiatives in Jewish Education.

Rabbi Corson is married to the former Ruth Ann Cohen, and they have two daughters. The Corsons reside in Bexley, Ohio.



## Biographical Notes on Larry S. Moses

1996

Larry Moses serves as Vice President of the Wexner Foundation. He is the founding Director of the Wexner Graduate Fellowship Program, and for the past nine years has been the principle professional responsible for the creation and development of the fellowship. In this capacity, he has supervised the recruitment, application, screening and selection processes, served as the architect for the far-reaching leadership training components of the program, and has personally mentored some 160 Wexner Fellows to date. The fellowship program devotes itself to enhancing the quality of professional leadership for the North American Jewish community, and consists of individuals with diverse professional interests and Jewish backgrounds.

Mr. Moses has also served as an ongoing consultant and teacher in other programs of the Wexner Foundation, notably the Wexner Israel Fellowship Program and the Institutional Grants Program. A variety of Jewish and general philanthropic foundations have sought Mr. Moses' guidance in developing both individual and institutional grants programs.

Prior to joining the professional staff of the Wexner Foundation, he served for three years as the International Director of Hillel (1984-1987). From 1980-1984 he was the Executive Director of the Bureau of Jewish Education in San Francisco. He began his career as the Hillel Director at San Francisco State University, where he also served as an Instructor of Jewish history in the History Department (1975-1980).

Mr. Moses' scholarly interests rest largely in the area of Holocaust studies. His mother is a survivor of Auschwitz, and Mr. Moses has lectured extensively on various historical, theological, and personal dimensions of the Holocaust experience. He has also taught numerous university level courses on Jewish mysticism, modern Jewish history, Jewish medical ethics, and medieval Jewish-Church relations.

Mr. Moses received a B.A. in philosophy from Indiana University, an M.A. in modern Jewish history from the Baltimore Hebrew University, and an M.S.W. from the University of Maryland School of Social Work and Community Planning.

Mr. Moses' wife, Dr. Susan Steinman, is a psychotherapist, researcher, and author whose career has been devoted to the impact of divorce on children and issues of joint custody. Dr. Steinman's work in Columbus, Ohio was recently applauded by Hillary Rodham Clinton in her book It Takes a Village. Mr. Moses and Dr. Steinman have two children, Alana and Danielle.

## BIOGRAPHICAL INFORMATION

### FERNE KATLEMAN: MSSA. ACSW

Ferne Katleman is Vice President and Director of Special Programs of The Wexner Foundation.

Ms. Katleman, until September, 1989, was Assistant Director of the Council of Jewish Federations with responsibility for professional and lay leadership education and training. In addition, she was the Director of the Council's Department of Continuing Professional Education. Her responsibilities as Director of CPE included developing and administering a comprehensive program of continuing education for professionals at all levels in Federations on in-service training and staff development and was responsible for coordinating staff development programs for Council itself.

Ms. Katleman came to the Council of Jewish Federations as its Director of Personnel Services on September 1, 1976. She had formerly been Director of the Community Services Division of the Jewish Centers Association of Los Angeles, where she also served as Director of Personnel and Program Services for several years.

A member of the faculty of Hebrew Union College's School of Jewish Communal Service, where she taught social work practice to Masters candidates, Ms. Katleman was also a member of the field work faculty at Hebrew Union College and the University of Southern California. Prior to that, she was Assistant Professor at the University of Wisconsin-Milwaukee's School of Social Welfare.

Active in many Federation services in Los Angeles, she also served with the Milwaukee Jewish Community Center, and in Omaha, Nebraska, with the Federation of Jewish Philanthropies.

Ms. Katlemen is called upon to conduct Board Institutes, Leadership Development Programs, Women's Division Workshops, etc., in communities throughout North America. These generally entail the use of experiential group dynamics techniques dealing with subjects related to decision making, priority setting, community building, leadership, communications and Jewish identity.

She became President of the Conference of Jewish Communal Service in June, 1984, and held that post until June, 1986. CJCS (now JCSA) is the umbrella organization which brings together over three thousand professionals and more than three hundred local and national agencies from the United States and Canada in all fields of Jewish communal service.

Ms. Katleman is also an honorary Vice President of the World Conference of Jewish Communal Service, a member of the National Association of Social Workers, Council on Social Work Education and the Association of Jewish Community Organization Professionals.



## **Rabbi Andy Koren**

Rabbi Andy Koren joined the staff of the Wexner Foundation in the summer of 1995. As Program Associate, he helps develop and plan the leadership institutes held each year for Fellows and Alumni of the Wexner Graduate Fellowship Program. He has also been working on a Recruitment plan for the Wexner Graduate Fellowship Program as well as for the Jewish professions in general. His other responsibilities include involvement in the Wexner Graduate Fellowship program's application, screening, and selection process, as well as producing the Foundation's newsletters and publications.

In 1988, Rabbi Koren received his BA in International Relations from Tufts University in Medford, Massachusetts. While a student at Tufts, he was active in Hillel on the local and the national level. He also spent a semester studying at Tel Aviv University. Rabbi Koren was selected to be a member of the first class of Wexner Graduate Fellows and, following his graduation, entered the Rabbinic program at the Hebrew Union College - Jewish Institute of Religion. He was awarded an MAHL in 1992 and was ordained in Cincinnati in June of 1993.

As a Rabbinic student, Rabbi Koren spent two years as Rabbinic Intern at the Hillel Jewish Student Center at the University of Cincinnati. Prior to his current position, he served as Executive Director of North Carolina Hillel. Based at the campus of the University of North Carolina, Chapel Hill, he directed this organization for Jewish students at campuses throughout central North Carolina from 1993 until 1995.

Rabbi Koren has worked extensively in the area of Semitic languages and wrote his Rabbinic thesis on the biblical book *The Song of Songs*. Most of his family resides in South Florida where he lived until he began college. He and his wife, Michal, live in Columbus, Ohio.

CIJE/WEXNER FOUNDATION STAFF MEETING  
TUESDAY, SEPT. 10, 1996

-PROPOSED AGENDA-  
THEME: "PROFESSIONAL DEVELOPMENT"

Joe/11a -  
Thanks.  
Please  
delete the  
periods.

No need  
to reprint  
now.  
Thanks.

10:00 am I. Introductions

II. What have we learned? (a sharing of successes and frustrations)

A. Wexner Foundation presentations --

- Share summary of what has been learned about professional development via our Institutional Grants Program (FK)
- What we've learned through our professional development components in the Wexner Graduate Fellowship Program (LM)

done

B. CIJE presentations --

- Our role in Educational Change
- What we have learned:
  - TEI
  - Harvard Principals' Institute
  - Goals

12:30 pm. III. Lunch

1:15 pm. IV. Addressing the Personnel Crisis

- Recruitment for Professionals in Jewish Education - how can Wexner and CIJE collaborate?
- New directions in professional development
- Increasing capacity for community support
- What kind of strategies do we need to develop more lay leadership buy-ins

3:00 pm. V. Adjournment



CIJE Staff Meeting  
Tuesday, September 10, 1996  
Agenda

- I. Strategic Plan Update
- II. Board Seminar
- III. Board Meeting
- IV. CIJE/CJF Staff
- V. Annual Report
- VI. Targeting BJE's/related agencies
- VII. Workplan
- VIII. GA
- IX. John Ruskay



## CIJE MEMO

TO: CIJE staff  
FROM: Barry and Gail  
RE: October Board meeting  
DATE: September 8, 1996

---

The following is our conception of a possible program for the upcoming board meeting. In some ways contrary to our previous decision, this plan views the board meeting not merely as a report on "CIJE in Action" but as a kind of seminar structured around a theme. While dealing with the theme, however, we will also give the participants a clear sense of some of CIJE's major recent activities. Since we have done this thematic approach in the past with success, since it is essentially an *educational* approach, and since it anticipates the future-- the biennial idea, etc.-- we felt most comfortable developing the following.

The title is "The Power of Ideas." The concept is: the case for goals and what difference it makes in real institutions. As we've done before, we want to present theory and examples. Aside from the idea about Twersky below, we have not addressed the specific pedagogic *activities* that might take place (small groups, etc.), but are just presenting here the pieces of the day for your reaction. If we decide to go this route, we will work on the specifics.

I. There will be an overall presentation framing the issue of goals and ideas done by Danny. This is similar to what we did on Professional Development with Gail and on teaching and learning with Deborah Ball.

Then the following possible choices:

- II. There might be a presentation by a layperson from Milwaukee on the goals project that CIJE is doing there (introduced by Nessa).
- III. There might be a presentation by a TEI participant (or faculty person) on goals and its relationship to teaching and teacher education. (Introduced by Gail).
- IV. There might be presentations by Danny Lehman and Danny Gordis on how goals play a role in the creation of new institutions.
- V. There might be a presentation on goals and educational leadership, relating to the Harvard Leadership conference. (Intro by Josh Elkin; Ellen)

The four options above are all in the realm of "CIJE at work." Another possibility to add to the mix is asking I. Twersky to teach a section from Maimonides related to one possible "goal" for Jewish education (e.g. he did this once around the idea of hesed). Then we would do an exercise



with the participants: If we took this Jewish goal seriously, what would it mean to my work as a lay leader? What does it mean to take this kind of process seriously in my own work as a lay person. (Essentially this argues for the CIJE emphasis on content as well as process.)

**Issues:**

Can/should we connect this to the Educated Jew project?

Can we use the Ramah piece in this somehow?

Do we need a "outsider" to give this legitimacy-- and is it even possible at this late date to get such a person (Deborah Meier, Roland Barth, etc.)?



# CIJE Calendar of Upcoming Events September 1996 - December 1997

Revision 15  
9/9/96

DATE	EVENT	PLACE	STAFF PERSON
September 10, 1996	Meeting with Wexner Staff	NYC	JM
September 10, 1996	Staff Meeting	NYC	ADH
September 11, 1996	TEI Advisory Meeting	NYC	GZD
September 16, 1996	Telecon	NYC	ADH
September 25, 1996	Telecon	NYC	ADH
September 30, 1996	Staff Meeting	NYC	ADH
October 7, 1996	Telecon	NYC	ADH
October 14, 1996	Staff Meeting	NYC	ADH
October 16-17, 1996	Steering Committee and Board Meetings	NYC	JM
October 21, 1996	Staff Meeting	NYC	ADH
October 21, 1996	Luncheon Seminar	NYC	NR
October 28, 1996	Telecon	NYC	ADH
November 4, 1996	Telecon	NYC	ADH
November 11, 1996	Staff Meeting	NYC	ADH
November 11-16, 1996	GA	Seattle	JM
November 15, 1996	Panel of papers for Research Network due		AG
November 19, 1996	Staff Meeting	NYC	ADH
November 25, 1996	Telecon	NYC	ADH
December 2, 1996	Staff Meeting	NYC	ADH
December 5, 1996	Steering Committee	NYC	JM
December 9, 1996	Telecon	NYC	ADH
December 11, 1996	Luncheon Seminar	NYC	NR
December 15-18, 1996	TEI Cohort I & II	Cleveland	GZD



December 19, 1996	Telecon	NYC	ADH
December 23, 1996	Telecon(?)	NYC	ADH
December 30, 1996	Telecon(?)	NYC	ADH
January 15-16, 1996	Video tape meeting	NYC	GZD
January 19-20, 1996	Harvard Leadership Seminar	Boston	GZD
February 6, 1997	Steering Committee	NYC	JM
March 2-5, 1997	TEI Cohort II		GZD
April 9-10, 1997	Steering Committee and Board Meeting	NYC	JM
May 4-7, 1997	TEI Cohort I		GZD
June 1-4, 1997	TEI Cohort II		GZD
June 26, 1997	Steering Committee	NYC	JM
August 7, 1997	Steering Committee	NYC	JM
November 14-19, 1997	GA	Indianapolis	JM
December 3-4, 1997	Steering Committee and Board Meetings	NYC	JM

C:\CLUE\CALENDAR.WPD

## CONFIDENTIAL

**MINUTES:** CIJE STAFF MEETING

**DATE OF MEETING:** SEPTEMBER 10, 1996

**DATE MINUTES ISSUED:** SEPTEMBER 12, 1996

**PARTICIPANTS:** Karen Barth, D'vorah Levy (secy.), Alan Hoffman, Barry Holtz, Josie Mowlem, Nessa Rapoport

**CC:** Sheila Allenick, Gail Dorph, Adam Gamoran, Ellen Goldring, Virginia Levi, Mort Mandel, Dalia Pollack, Daniel Pekarsky

---

### I. Review of Previous Minutes

- A. Brandeis issue will be on next agenda.
- Assignment B. Annual Report: NR will speak with Sandy Brawarsky about taking on this project. KAB suggestion of a modified report this year, using slick graphics, short paragraphs on each of the current activities, written for lay people, & color photos.
- Assignment C. KAB will be CIJE liaison for interaction with JTS and Aryeh Davidson.
- Assignment D. ADH will speak with Johnny Cohen re: Jan/Feb luncheon seminar. We need to make it clear that we want him to present only if he is already coming to the States.
- Assignment E. DL should xerox and distribute to the staff copies of papers presented at the Meyerhoff Family Retreat (one by J. Reimer, one by S. Lee and one by ADH).
- Assignment F. KAB suggested that JM contact via phone, various travel agencies and obtain information regarding services they offer.
- Assignment G. ADH and KAB had productive meeting with David Hirshhorn. ADH suggested KAB should follow up in three weeks with proposal for three more years of funding. BWH and NR suggested using Avi Decter as consultant to write proposal for David Hirshhorn. BWH will speak with him. Cost should be minimal.



## II. Strategic Plan Update

- Assignment A. Review workplans and time estimates. GZD needs more time (GZD on phone for this part of meeting). We will discuss again on Mon. 9/16 at staff telecon. All staff members must complete list A.S.A.P. DL should advise Danny and Ellen re: same
- Assignment B. KAB would like to find a graduate student to summarize Change Literature in Education. BWH will approach Michael Ben-Avi. Other possibilities include: Shlomo Offer, Batinna Klein.
- Assignment C. KAB will report to Steering Committee on October 16.

## III. Board Seminar

- A. Larry Hoffman has agreed to be speaker at : October 16th Board Seminar. KAB and NR will follow up with him.
- B. BWH presented paper he and GZD prepared on the Board Meeting.
- C. BWH, NR and GDZ will re-work concept.
- D. ADH wanted to invite entire board seminar list to board meeting. KAB, BWH, NR and JM felt that we should pick and choose. JM will review list and circulate it with suggestions.

## IV. GA

- Assignment A. NR and BWH will coordinate CIJE presence at the workshops and will send information via E-mail to all.
- Assignment B. JM will send out the registration forms.
- Assignment C. NR will check with Adam to see if he wants to attend.

## V. Wexner/CIJE Agenda

- ◆ ADH: What do we want from Wexner?
- ◆ Choose 3 topics worth pursuing with Wexner for November 7th, from 2:00pm-5:00pm.
- Assignment ◆ JM will confirm the date with Wexner staff.

## VI. Early Childhood

- A. ADH, GZD and KAB met with Bev Engel.

**VII. Work Plan**

Assignment      A.    We must finish domain work plans.

**VIII. Strategic Plan**

Assignment      A.    KAB asked staff to return list of names of people to be interviewed to her by Wednesday, September 11.





CIJE Staff Telecon Agenda  
September 16, 1996

- I. Steering Committee Agenda
- II. Board Meeting
- III. Board Seminar
- IV. CAPE/Personnel Issue Re: BJE's
- V. Brandeis University
- VI. Follow-up with the Professors: Who, What, When, Where?



## CIJE MEMO

**TO: CIJE staff**  
**FROM: Barry and Gail**  
**RE: October Board meeting**  
**DATE: September 16, 1996**

---

The following is the next version of our conception of a possible program for the upcoming board meeting.

The title is "The Power of Ideas." The concept is: the case for goals and what difference it makes in real institutions. As we've done before, we want to present theory and examples.

I. Welcome by Mort. Introduction of Karen.

II. Hello from Karen.

III. CIJE Update (Alan).

IV. The Power of Ideas (Perkarsky). Danny introduces today's topic by trying to make the case for the power of ideas using a real example, such as from Marom's work with the Agnon school: Serious grappling with (Jewish) ideas can make a difference in institutions. He introduces Prof. Twersky who will teach us some classical Jewish sources around the idea of \_\_\_\_\_ (to be determined in consultation with T.)

V. Prof. Twersky teaches the sources.

VI. We break the participants into small groups and give them an assignment. (Gail and Barry will work this out in detail.) One key element will be to answer the question: in what way could the idea/value that we've studied above have an influence on your daily way of conducting your Jewish work (as lay or professional).

We collect these insights and Danny pulls them together.

VII. Lunch

VIII. The Power of Ideas: CIJE at work

A) Presentation by a layperson from Milwaukee on the goals project that CIJE is doing there (introduced by Nessa; Nessa will call Louise Stein).

B) Presentation by Danny Gordis on how goals play a role in the creation of a new institution.



C) Presentation by on goals and educational leadership, relating to the Harvard Leadership conference. (Intro by Josh Elkin; Ellen) OR Presentation by TEI participant or faculty member on goals and teacher education.

IX. Karen on Strategic planning process

X. Other business (e.g. health insurance issue--Sheila prepares)

XI. Devar Torah (by whom???)



**CONFIDENTIAL**

**MINUTES:** **CIJE STAFF TELECONFERENCE**

**DATE OF MEETING:** **September 16, 1996**

**DATE MINUTES ISSUED:** **September 17, 1996**

**PARTICIPANTS:** **Karen Barth, Gail Dorph, Alan Hoffmann (via telephone)  
Barry Holtz, Josie Mowlem, Nessa Rapoport, D'vorah Levy  
(secy.)**

**CC:** **Sheila Allenick, Adam Gamoran, Ellen Goldring, Virginia Levi,  
Mort Mandel, Dalia Pollack, Daniel Pekarsky Sarah Feinberg,  
Joella Klinghoffer**

---

**I. Steering Committee Agenda**

Assignment A. KAB suggested we send out the 1997 Workplan in advance, to spend less time focusing on this at the meeting. GZD raised the issue as how to brief the members of the Steering Committee on workplans. GZD suggested that each person should meet with his/her lay chair prior to the meeting re: Steering Committee re: Workplans.

B. ADH asked whether Strategic Plan or Workplan should be discussed first. KAB suggested pre-lunch discussion and post-lunch discussion on the Strategic Plan.

Assignment C. BWH reminded ADH that the Steering Committee is not yet aware of Brandeis. ADH and KAB will speak to MLM re: small presentation. BWH to conceptualize and update on Brandeis planning process. Background materials to be sent to Steering Committee.

**D. Steering Committee Agenda**

9:30-10:15	Welcome; Minutes and Assignments
10:15-11:00	Workplan
11:00-12:30	Strategic Plan
12:30-1:00	Lunch
1:00-1:45	Strategic Plan (continued)
1:45-2:00	Review of Board Meeting
2:00-2:30	Update on Brandeis Planning Process
2:30-3:00	CIJE General Update



Assignment The Steering Committee should receive the Workplans..and background material on Brandeis. This mailing should go out during the week of September 23rd. JM will follow up.

Assignment GZD raised the issue of how to brief the members of the Steering Committee on the workplan. We decided that she would brief L.Pollack and Lee Hendler. JM will call AG to ask him to brief E.L. Ritz and Dan Bader in Milwaukee

## II. Board Meeting

BWH reviewed the plan he and GZD developed. The suggested agenda is:

- ◆ 9:30 Welcome and Introductions MLM  
Response by KAB  
Update on CIJE ADH
- ◆ 10:15 The Power Ideas DP
- ◆ 10:30 Rabbi Isadore Twersky
- ◆ 12:15 Teaching on Jewish Values- (this section is introduced by DP)- Small group discussions. Report back from groups. DP to make concluding remarks.
- ◆ 12:30 Lunch
- ◆ 1:30 CIJE in Action

A. Milwaukee Lay Leadership Project R/Louise Stein

B. Goals Project Rabbi Daniel Gordis/DP

C. Harvard Institute Josh Elkin/GZD

- Assignment
- ◆ 2:15 Strategic Plan KAB
  - ◆ 3:00 D'var Torah - KAB to call David Arnow

## CIJE ASSIGNMENTS

## Staff Telecon

September 16, 1996

[illegible]



## CONFIDENTIAL

**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** September 25, 1996

**DATE MINUTES ISSUED:** September 26, 1996

**PARTICIPANTS:** Karen Barth, Gail Dorph, Alan Hoffmann, (via telephone)  
Barry Holtz, Josie Mowlem, Daniel Pekarsky, (via telephone)  
Nessa Rapoport, D'vorah Levy (secy.)

**CC:** Sheila Allenick, Adam Gamoran, Sarah Feinberg, Ellen Goldring,  
Joella Klinghoffer, Virginia Levi, Mort Mandel, Dalia Pollack,  
Daniel Pekarsky

---

### I. Review of Previous Minutes

- Assignment A. Annual Report: NR spoke with Sandy Brawarsky regarding this report, who is not available at this time. NR will speak with Avi Decter on September 26, regarding his taking on this project.
- Assignment B. KAB will be meeting with Aryeh Davidson on October 21. BWH suggested that we need to determine what CIJE's relationship will be with the JTS. ADH senses we will certainly have a clearer picture after Aloha Meeting of October 20. DL should call JTS and confirm that CIJE is on agenda.
- Assignment C. JM reported that as of September 20, CIJE will be using Empress Brand Travel as our travel agent. Our contact person's name is Roz Solomon.
- Assignment D. NR will speak with Avi Decter on September 26, regarding his consulting on writing proposal for David Hirshhorn. KAB will also follow up with a proposal for additional funding over the next three years.

### II. Strategic Plan Update

- Assignment A. BWH spoke to Michael Ben-Avi about summarizing literature on change in education and he is interested. BWH will follow up. DNP suggested we contact Amy Gerstein regarding same. DNP will contact. ADH suggested we use both Amy and Michael on this project.
- Assignment

### III. Minutes

- A. KAB proposed minutes be reviewed by JM and DL on day of meeting. Then rough draft will be typed and distributed to staff to make any corrections. This will help expedite the distribution of minutes within 48 hours after meeting has

taken place. Staff agreed.

#### IV. Board Meeting

3:00 PM D'var Torah will be delivered by Lee M.Hendler

- Assignment A. Gail reported that Professor Twerksy will not be teaching, as his schedule does not allow for it. GZD suggested Devorah Steinmetz and Dovid Silver as backup. GZD will contact. KAB suggested Gordon Tucker as an alternate possibility if need be. Whomever we recruit, NR must receive the topic they will be teaching in advance.
- B. KAB/ADH/MLM will discuss introduction of KAB at April Board Meeting in April.

#### V. Staff Learning

- A. KAB noted that while we have been advocates for others learning we have not engaged in learning ourselves. She suggested that we initiate a study session. Staff agreed and various topics were suggested. No date or time was set.

#### VI. Publications

- A. NR proposed to staff that we review our publications policy. She and JM need to establish guidelines for our publication policy. We are publishing more, and it is essential that we establish a logical process of managing our overhead as well as billing.
- B. NR advised the staff that we have approximately 1,000 copies of *Best Practices for JCCS* left. We originally published 5,000 copies.
- C. JM reported we received about \$ 1000 against our publication cost. This comes from copies which were sold to JCCS and other groups whom we charge for publications.
- Assignment D. ADH suggested that KAB/BWH/JM, and NR address this issue. NR will organize 1st meeting.



**CONFIDENTIAL****CIJE ASSIGNMENTS****SEPT 25 STAFF TELECON**

NO	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DATE DUE
1.	NR will speak with Avi Decter- re: Annual Report	NR	09/25/96	
2.	KAB will be meeting with Aryeh Davidson on October 21. This meeting should determine where our relationship stands with The JTS	KAB	09/25/96	
3.	DL will confirm with Aryeh Davidson that CIJE is on agenda of the Aloha Meeting of October 20	DL	09/25/96	
4.	NR will speak with Avi Decter- re :writing proposal for David Hirshhorn	NR	09/25/96	
5.	KAB will follow up with proposal for additional funding over next three years from David Hirshhorn	KAB	9/25/96	
6.	BWH will follow up with Michael Ben-Avi re: summarizing literature on change in education	BWH	09/25/96	
7.	DNP will speak with Amy Gerstein- re: working with Michael Ben-Avi on summarizing literature on change in education	DNP	09/25/96	
8.	GZD will contact Devorah Steinmetz and Dovid Silver as backup- re: teaching at October Board Meeting. Gordon Tucker will be called if above persons decline	GZD	09/25/96	
9.	ADH suggested KAB/BWH/JM/ and NR address Publications Policy issues	KAB/ BWH/JM/ NR	09/25/96	

**CONFIDENTIAL**

**MINUTES:** **CIJE STAFF TELECONFERENCE**

**DATE OF MEETING:** **September 30, 1996**

**DATE MINUTES ISSUED:** **October 3, 1996**

**PARTICIPANTS:** **Karen Barth, Gail Dorph, Alan Hoffmann, (via telephone)  
Barry Holtz, Josie Mowlem, Nessa Rapoport, D'vorah Levy (secy.)**

**CC:** **Sheila Allenick, Adam Gamoran, Sarah Feinberg, Ellen Goldring,  
Joella Klinghoffer, Virginia Levi, Mort Mandel, Daniel Pekarsky,  
Dalia Pollack**

---

**I. Review of Previous Minutes**

- Assignment A. Annual Report: NR spoke with Avi Decter who is interested in this assignment. NR will follow up. An abbreviated version will be prepared now, with a more detailed report planned for June.
- Assignment B. Proposal for David Hirshhorn: Avi Decter will interview the CIJE staff re: Hirshhorn and then Avi will draft a proposal based on interviews.

**II. Strategic Plan Update**

- Assignment A. KAB will follow up with Michael Ben-Avi and Amy Gerstein re: summarizing literature on change in education

**III. Minutes**

- A. ADH suggested that assignment sheets should be cumulative.

**IV. Board Meeting**

- A. Devora Steinmetz has agreed to teach at board meeting. GZD/DNP will review outline with Devora.

**-V. Publications**

- Assignment A. KAB/BWH/JM/NR will meet re: Publication policy issues. After 1st meeting,  
Assignment NR will present staff with a written report.

**VI. Brandeis University Update**



- Assignment A. BWH had productive meeting Joe Reimer. BWH to circulate most recent papers on Brandeis to staff prior to next staff telecon. ADH/BWH/Joe Reimer/S. Shevitz will have telecon on Monday, October 7 at 4:15

#### **VII. Cape/Personal Issues re: BJE's**

- A. ADH suggested we put this on the agenda for staff meeting of November 11 with Josh Elkin and Ellen Goldring in on the call
- Assignment B. KAB/ADH will meet with Annette Hochstein in January and discuss Sr.personnel issues, planning, training and placement.

#### **VIII. Relationship with JTS**

- A. ADH suggested we put JTS on agenda for our October 14 staff meeting.

#### **IX. October 7 Staff Telecon**

- Assignment A. DL to re-schedule CJF telecon of October 7 if possible. Then she will change the time for staff telecon from 10:00am to 11:00am-12:30pm (5:00pm-6:30pm Israeli.) DL will advise staff via E-mail what end results are.

#### **X. Wexner Meeting**

- A. JM advised staff that Wexner meeting is scheduled for November 7 from 2:00pm-5:00pm.

#### **XI. New Space for CIJE**

- Assignment A. KAB has negotiated for space on 18th floor of our present building. KAB advised the staff that space is available. Offices have plenty of windows, and is a large space. We have been offered six months free rent, have our own kitchen, large conference room and have control of our air conditioning. Upon receiving lease, we could move in immediately. CIJE will be responsible for painting, purchasing used furniture, partitions, phone system etc.

- Assignment B. JM will assume responsibility for the move
- C. Staff agreed when and if we make a move consultants should be used in following areas:
- a) A thorough evaluation of our current computer system is essential.
  - b) Our telephone system must also be reviewed
- D. JM will take GZD/BWH/NR to 18th floor to view space we are considering.

**CONFIDENTIAL****CIJE ASSIGNMENTS****SEPT 30, 1996**

NO	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DATE DUE
1.	ADH will speak with Johnny Cohen, re: Jan/Feb Luncheon seminar	ADH	9/10/96	10/14/96
2.	NR/BWH-Workshops GA	NE/BWH	9/10/96	10/7/96
3.	KAB/GZD/ADH/BWH/JM/NR-to develop 3 topic agenda for November 7 Wexner meeting	Staff	9/10/96	10/7/96
4.	ADH will speak to MLM re: small presentation of Brandeis to Steering committee	ADH	9/16/96	10/7/96
5.	BWH to prepare update on Brandeis planning process for mail to Steering committee	BWH	9/16/96	10/7/96
6.	JM to contact AG to meet with ELR and Dan Bader	JM	9/20/96	10/7/96
7.	NR will follow up with Avi Decter-re: Abridged Annual Report	NR	09/25/96	10/7/96
8.	DL will confirm with Aryeh Davidson that CIJE is on agenda of the Aloha meeting of October 20	DL	09/25/96	10/7/96
9.	KAB will set up appointment with David Hirshhorn for sometime mid November re: Hirshhorn funding	KAB	09/25/96	10/7/96
10.	KAB will follow up with Michael Ben-Avi and Amy Gerstein re: summarizing literature on change in education	KAB	09/30/96	10/7/96
11.	GZD/DNP will review with Devora Steinmetz re: teaching plan for Board meeting.	GZD/DNP	09/30/96	10/7/96
12.	NR will present to staff a written report re: Publication policy after meeting with KAB/BWH/JM.	NR	9/30/96	
13.	Avi Decter will interview CIJE staff then draft a proposal for Hirshhorn based on these interviews	AD	9/30/96	



NO	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DATE DUE
14.	BWH circulate to staff most recent paper re: Brandeis, prior to next staff telecon.	BWH	9/30/96	10/7/96
15.	BWH will see if he can re-arrange his schedule to attend/HUC conference on November 10	BWH	9/30/96	
16.	KAB/ADH will meet with Annette Hochstein in Israel in January re: Cape issues.	KAB/ADH	9/30/96	
17.	DL change time slot for October 7 staff telecon from 10:00am start time to 11:00am start time. Advise staff via E-mail if time will remain same or of possible change	DL	9/30/96	
18.	KAB will continue to negotiations re: space for CIJE	KAB	9/30/96	
19.	JM will plan CIJE move and share progress with staff	JM	9/30/96	12/31/96