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

Subseries 1: Meetings, 1990–1998.

Box
26

Folder
3

Steering committee. 25 August 1995. Planning notes and
correspondence, August 1995.

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Roger Smith

a great little New York hotel

FAX COVER SHEET

From: James Fox, Director of Sales
Phone: 212.755.1400 Fax: 212.758.4061

July 26, 1995

Robin Mencher
CIJE

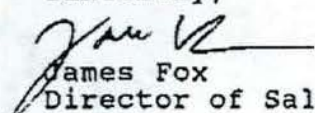
August 23 & 24, 1995

<u>GUEST NAME</u>	<u>conf #</u>	<u>rate confirmed</u>
Adam Gamoran	286	\$145.00
Ellen Goldring	290	\$145.00
Richard Shatten	291	\$145.00
Virginia Levi (Aug 24 -1 night)	288	\$145.00
Dan Pekarsky (Aug. 24-29)	9156	\$145.00

Above are the confirmation numbers for your group. It is my understanding that the room charge will be billed to your attention and guests will pay their incidental charges. I have your tax exempt certificate on file so there will be no tax on the rooms.

Thank you for booking us again.

Sincerely,


James Fox
Director of Sales

changed to
add 7/23
8/14/95

changed
7/22/95
Thurs. Sun. nights

FROM: "Dan Pekarsky", INTERNET:pekarsky@mail.soemadison.wisc.edu
TO: Robin Mencher, 74043,423
DATE: 7/26/95 5:00 PM

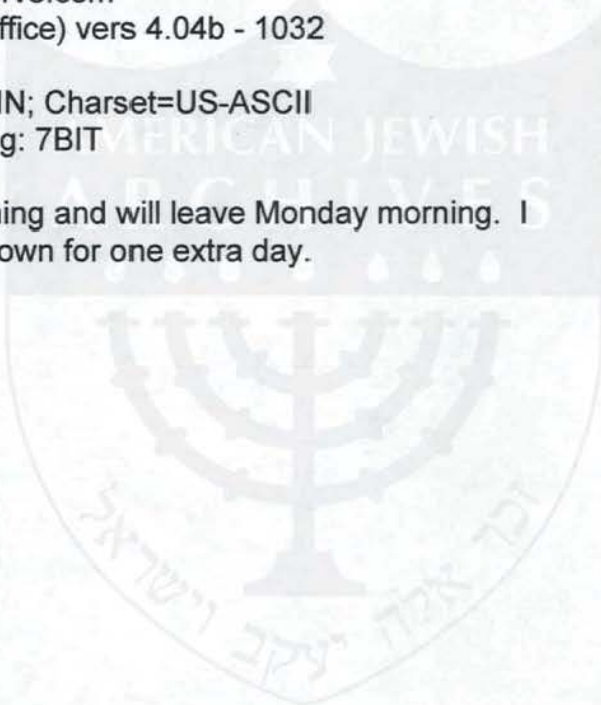
Re: Roger Smith Hotel Reservations -Reply

Sender: pekarsky@mail.soemadison.wisc.edu
Received: from wigate.nic.wisc.edu by arl-img-5.compuserve.com (8.6.10/5.950515)
id QAA27316; Wed, 26 Jul 1995 16:52:45 -0400
Received: from mail.soemadison.wisc.edu by wigate.nic.wisc.edu;
Wed, 26 Jul 95 15:52 CDT
Message-Id: <3016AB07.CF87.149D.000@mail.soemadison.wisc.edu>
Date: Wed, 26 Jul 1995 15:48:00 -600
From: "Dan Pekarsky" <pekarsky@mail.soemadison.wisc.edu>
Reply-To: pekarsky@mail.soemadison.wisc.edu
Subject: Roger Smith Hotel Reservations -Reply
To: 74043.423@compuserve.com
X-Gateway: iGate, (WP Office) vers 4.04b - 1032
MIME-Version: 1.0
Content-Type: TEXT/PLAIN; Charset=US-ASCII
Content-Transfer-Encoding: 7BIT

I will arrive Thursday evening and will leave Monday morning. I think they may have me down for one extra day.

Talk to you soon.

D



DRAFT 7/27/95

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION STEERING COMMITTEE

AGENDA

**Friday, August 25, 1995, 9:30 AM - 3:00 PM
New York**

	<u>Supporting Documents</u>	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control		1	MLM
II. Minutes		2	VFL
III. Assignments		3	VFL
IV. CIJE Update			
A. General Remarks			ADH
B. Report on Educational Leaders	Whatever Ellen drafts	6a	AG/EG
C. JCC Best Practices Volume			BWH
D. Report on Teacher Educator Institute	Gail decides	6a 6b	GZD
V. Community Mobilization for CIJE			NR
A. Title TBD : Framework for Community mobilization			
B. General Assembly	Document shared w/CJF	6c	
C. Dissemination	NR memo & CJE desc. clips	6d	
VI. Personnel	ADH paper	6e d	ADH
A. Presentation			
Lunch			
B. Discussion			
VII. Goals Project	DP synthesis	6f e	DP
A. Directions			
B. Workplan			

DRAFT 7/27/95

**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
STEERING COMMITTEE**

AGENDA

**Friday, August 25, 1995, 9:30 AM - 3:00 PM
New York**

<u>Proposed Start Time</u>		<u>Tab</u>	<u>Assignment</u>
9:30	I. Master Schedule Control	1	MLM
	II. Minutes	2	VFL
	III. Assignments	3	VFL
	IV. CIJE Update		
10:15	A. General Remarks		ADH
10:25	B. Report on Educational Leaders	6a	AG/EG
10:35	C. JCC Best Practices Volume		BWH
10:40	D. Report on Teacher Educator Institute	6b	GZD
10:50	V. Community Mobilization for CIJE		NR
	A. Title TBD: Framework for community mobilization		
	B. General Assembly	6c	
	C. Dissemination	6d	
11:30	VI. Personnel	6e	ADH
	A. Presentation		
12:30	Lunch		
1:15	B. Discussion		
2:00	VII. Goals Project	6f	DP
	A. Directions		
	B. Workplan		

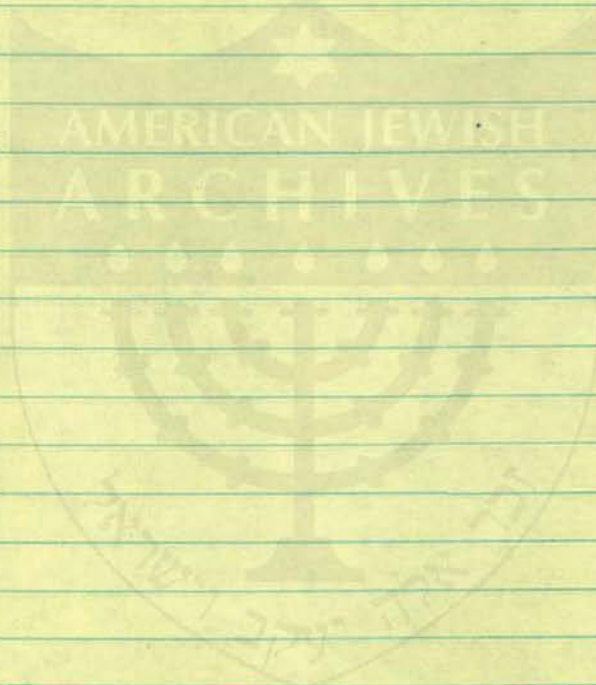
9:45pm

Steering - Jun

update - Jul

Intro - Jul

- 2 page ✓ summary of grant ①
✓ updates ^{Steinberg} updates ^{del} ②
✓ program schedule ③
~~assignments~~
✓ list of participants - ④



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T**Council for Initiatives
in
Jewish Education**

Date sent: 7/27 Time sent: 10:25

No. of Pages (incl. cover): 4

To: Robin

From: Genny

Organization:

Phone Number:


Phone Number: 216-391-1852

Fax Number:

Fax Number: 216-391-5430

Comments:

Here are cover memo and copies of 2
forms of agenda, 1 w/supp. docs. + 1 w/Times.
The second is FYI, only. MLM has appeared.
I e-mailed the 1 w/supp. docs., but don't
know how well it will come through because
of space limitations. OK?



~~COVER~~ MEMO ADH (VFL)

I ~~ADH~~ AGENDA

II NR MEMO - CISE DOCUMENT / ask NR for this by end of Day tomorrow

III Ellen's Document / QZD Ask EH Today for tomorrow

IV TEI / Detailed schedule letter describing? QZD

V GOALS DOCUMENT / BWH to talk w/ DNP

COMMENTS:

WE ARE POSTPONING OUR LEAD COMMUNITIES SEMINAR SCHEDULED IN AUGUST. WE WOULD LIKE TO RESCHEDULE IT PERHAPS FOR OCTOBER 1-2.

THE TOPIC WILL BE THE EDUCATIONAL LEADERSHIP REPORT. ELLEN GOLDRING WILL BE ABLE TO JOIN US ON THESE DATES.

PLEASE GET BACK TO ME AND LET ME KNOW IF THESE DATES WILL WORK FOR YOU.



** CONFIRMATION REPORT **				
BROADCAST				
INCOMPLETE: NOTIFY ORIGINATOR				
NO.	DATE/TIME	DESTINATION	DURATION PGS	STATUS MODE
691	JUL. 24 9:12	4046071457	000	BUSY
	9:14	4104661727	000	BUSY
	9:15	4048747043	000	BUSY
	9:16	4142717081	000	BUSY
	9:18	4104661727	000	BUSY
	9:19	4149628852	000	BUSY

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
STEERING COMMITTEE

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V. Community Mobilization for CIJE		NR
A. Framework for Community Mobilization		
B. General Assembly	6b	
C. Update: Dissemination of Policy Brief	6c	
VI. Personnel	6d	ADH
A. Presentation		
Lunch		
B. Discussion		
VII. Goals Project	6e	DP
A. Directions		
B. Workplan		

MEMORANDUM

To: CIJE Steering Committee Members

From: Alan D. Hoffmann

Date: August 4, 1995

Re: Steering Committee Meeting of August 25, 1995

This is to confirm that the next meeting of the CIJE Steering Committee is scheduled to take place from 9:30 am to 3:00 pm on Friday, August 25 at the CIJE office in New York. Members of the fund raising and search committees will meet following the steering committee meeting and can plan on concluding by 4:00 pm.

Enclosed you will find a set of materials for your review prior to the meeting:

1. Agenda
2. Update on Building the Profession
3. CIJE document for the CJF/GA 1995 planning process:
Institute on Jewish Identity
4. Three recent examples of CIJE press coverage
5. Goals Project Update
6. Description of CIJE's current activities

We have also included two essays for your interest.

Please call Debra Perrin at 212-532-2360, ext. 425, to indicate your attendance plans.

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

STEERING COMMITTEE

Friday, August 25th, 1995, 9.30 a.m. - 2.30 a.m.

CHAIRMAN'S NOTES

9.30 - 10.10: I. MASTER SCHEDULE CONTROL

II. MINUTES

III. ASSIGNMENTS

MLM: WELCOMES TWO GUESTS - SEYMOUR FOX AND ANNETTE HOCHSTEIN.

HAVE AN IMPORTANT ANNOUNCEMENT TO MAKE - JOSIE MOWLEM IS THE NEW ASSISTANT EXECUTIVE DIRECTOR OF CIJE. WILL CALL ON ADH TO INTRODUCE HER. BUT BEFORE THAT WANT TO ACKNOWLEDGE THE OUTSTANDING CONTRIBUTION THAT VFL HAS MADE TO CIJE - FIRST THROUGHOUT THE COMMISSION AND THEN SINCE CIJE WAS CREATED. GINNY WAS ALWAYS "ON LOAN" FROM THE MAF AND CIJE HAS FINALLY GROWN TO THE POINT WHERE THIS FUNCTION WILL MOVE TO NEW YORK.
CALL ON ADH TO INTRODUCE JOSIE

MLM: RETURN TO "BOOKS" - GO THROUGH MASTER SCHEDULE CONTROL

- SHOULD NOTE THAT WE HAVE CALENDARED THROUGH THE END OF 1996.

- MAY WANT TO MENTION THAT ALTHOUGH TODAY'S MEETING IS SCHEDULED TO LAST UNTIL 3.00 P.M. WE WILL WANT TO ADJOURN AT 2.30 SO AS TO GO STRAIGHT INTO THE MEETING OF THE LAY LEADERSHIP

GROUP WHICH IS DEALING WITH

- EXECUTIVE SEARCH
- CONSTITUTED TODAY AS A NOMINATING COMMITTEE FOR THE NOVEMBER BOARD MEETING
- UPDATE ON FUND RAISING.

WILL CONCLUDE BY 3.45 AS SEVERAL MEMBERS HAVE 4.30 PLANES TO CATCH.

- CALL ON GINNY TO READ MINUTES .

- REVIEW ASSIGNMENTS

10.10 - 10.45: IV. CIJE UPDATE

MLM CALLS ON ADH FOR UPDATE

[WILL BE 10 MINS. OF GENERAL REVIEW BY ADH WHO WILL ASK ADAM AND ELLEN TO TALK ABOUT EDUCATIONAL LEADERS REPORT; ADH WILL ASK BARRY TO TALK ABOUT

JCC

BEST PRACTICES IN JCC'S REPORT; ADH WILL ASK GAIL TO REPORT ON TEACHER EDUCATION INSTITUTE].

10.45 - 11.15: V. COMMUNITY MOBILIZATION

MLM CALLS ON NESSA TO REPORT ON COMMUNITY MOBILIZATION AND INTRODUCE DISCUSSION ON GENERAL ASSEMBLY AND ON CIJE DISSEMINATION OF POLICY BRIEF.

[NESSA MAY ASK JON WOOCHEER TO ADD ADDITIONAL COMMENTS ON THE EMERGING GA INSTITUTE ON IDENTITY AND CONTINUITY]

11.15 - 12.30: VI. PERSONNEL AND TRAINING

MLM INTRODUCES THE ISSUE - CIJE OVER THE PAST YEAR HAS BECOME AN ORGANIZATION WHICH IS INVOLVED IN TRAINING. THIS ORIGINALLY WAS NOT OUR MISSION. WOULD LIKE TO HAVE A PRELIMINARY DISCUSSION WITH THIS CORE GROUP ABOUT WHERE WE ARE HEADING IN THIS DOMAIN AND HOW WE SHOULD BE TELLING THIS STORY. DELIGHTED THAT ANNETTE IS HERE - HOW CIJE INTERRELATES WITH THE EMERGING CENTER FOR TRAINING SENIOR PERSONNEL IN ISRAEL IS AN IMPORTANT ISSUE.

- CALL ON ADH TO INTRODUCE THE ISSUE

[ALTHOUGH AGENDA CALLS FOR FURTHER DISCUSSION AFTER LUNCH THIS MAY NOT BE NECESSARY - I ALSO UNDERSTAND THAT LESTER IS LEAVING AT LUNCH TO CATCH THE CONCORD]

12.30 - 1.15: LUNCH

1.15 - 1.45: FURTHER DISCUSSION ON PERSONNEL AND TRAINING

1.45 - 2.15: VII: GOALS PROJECT: DIRECTIONS AND WORKPLAN

- SINCE OUR LAST STEERING COMMITTEE THERE HAS BEEN A MAJOR GOALS DISCUSSION AT HARVARD UNIVERSITY WITH SEYMOUR, DANNY MAROM OF THE MI AND ISRAEL SCHEFFLER AND VERNON HOWARD OF HARVARD UNIVERSITY'S PHILOSOPHY OF EDUCATION CENTRE -
TOGETHER

WITH THE CIJE STAFF. THIS HAS LED TO NEW DIRECTIONS IN THE WORK PLAN OF THE GOALS PROJECT. VERY GLAD THAT SEYMOUR IS HERE TO

PARTICIPATE IN THIS DISCUSSION.

- CALL ON DANNY PEKARSKY TO INTRODUCE THE DISCUSSION. JON COLEMAN HAS ALSO BEEN INVOLVED IN THE DISCUSSION OF DIRECTIONS AND HE MAY WANT TO COMMENT BEFORE OPENING FOR GENERAL DISCUSSION.

- 2.15: CONCLUDE BY ANNOUNCING NEXT MEETING - STEERING COMMITTEE AND BOARD SEMINAR ON NOVEMBER 1 AND BOARD MEETING ON NOVEMBER 2.**



CIJE Steering Committee Meeting August 25, 1995

WEEKS PRIOR	PROGRAMMATIC DEADLINES	assigned to:	done	ADMINISTRATIVE DEADLINES	assigned to:	done
week of July 3				Finalize meeting assignments and deadlines with actual dates-distribute to staff	RJM, DSP	✓
	Develop and finalize content for meeting mailing and related materials	Staff		Discuss travel and lodging needs (if applicable)	RJM, DSP	✓
week of July 17	Submit final mailing materials	Staff		Complete meeting approval form and send to Cleveland	DSP	✓
	Develop materials for books	Staff				
week of July 31	Finalize materials for books	Staff		Order all supplies for books and meeting	DSP	✓
	Begin work on chairman's notes for completion two weeks ahead of time	ADH		Send out mailing	RJM	
	Prepare additional materials for presentations	Staff		Finalize hotel and travel	RJM	
				Begin production of books	DSP	✓
week of August 14	Finalize and submit all additional handouts and a/v needs	Staff		Draft memo to JCCA: prep and setup	DSP	
August 21	Finalize attendance	Staff		Order food and purchase beverages	DSP	✓
				Meet with JCCA: prep, setup, list of attendees	DSP	
				Complete books	DSP	

11 binders
2 empty
15 add'l

> have all binders



CIJE Steering Committee Meeting August 25, 1995

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	Begin work on chairman's notes for completion two weeks ahead of time	ADH		Send out mailing	RJM	
	Prepare additional materials for presentations	Staff		Finalize hotel and travel	RJM	
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week of August 14	Finalize and submit all additional handouts and a/v needs	Staff		Draft memo to JCCA: prep and setup	DSP	
August 21	Finalize attendance	Staff		Order food and purchase beverages	DSP	
				Meet with JCCA: prep, setup, list of attendees	DSP	
				Complete books	DSP	

July 28, 1995

Deb:

All the documents for which I have access to the files are in g:\apps\sc895\...

Agendas: The agendas will be approved by ADH on Monday and I will call you about them.

Ellen's paper will not be in the mailing or in the books.

Dan's paper will be ready on Monday. I think you have already made plans for him to e mail it to you. Could you please have production make 20 copies, double sided, stapled for the mailing.

I have asked Joan to make you one copy of everything for the mailing. The only thing I am worried about for the books is the large Jewish parenting newspaper clip. Good luck! We can talk about this on the phone, with your fast folding and my special skills, we should be ok.

Backing up:

I would suggest that you DO NOT back up one of the days next week as no one will be backing up his or her computer while in Cleveland. (I am thinking about BWH's computer here.) I think you should not back up on Monday.

Envelopes:

Cleveland only sent us One box of the 10x13 envelopes. Franklin was correct. Maybe we should order another 2 boxes.

A handwritten signature or set of initials, possibly 'D' or 'R', written in dark ink.

STEERING COMMITTEE ATTENDEES

AUGUST 25, 1995

John Colman
4 Briar Lane
Glencoe, IL 60022

Lester Pollack
Lazard Freres & Company
One Rockefeller Plaza
New York, NY 10020

Charles Ratner
Forest City Enterprises
10800 Brookpark Road
Cleveland, OH 44130

Esther Leah Ritz
626 E. Kilbourne Ave. # 2301
Milwaukee, WI 53202

✓ Morton L. Mandel
Premier Industrial Corporation
4500 Euclid Avenue
Cleveland, OH 44103

✓ Stephen Hoffman
Jewish Community Federation
of Cleveland
1750 Euclid Avenue
Cleveland, OH 44115

Richard Shatten
Mandel Associated Foundations
4500 Euclid Avenue
Cleveland, OH 44103

✓ Virginia Levi
CIJE
P.O. Box 94553
Cleveland, OH 44101

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

✓ Seymour Fox
Mandel Institute
15 Graetz Street
Jerusalem, ISRAEL

✓ Annette Hochstein

✓ Daniel Pekarsky

✓ Adam Gamoran

✓ Ellen Goldring

✓ Nessa Rapoport

✓ Barry Holtz

✓ Gail Dorph

✓ Alan Hoffmann



S.C. Min.

Asst. Executive Dir.

fix for books

Carol - Pds. see me.

J

Minutes were
sent out and Ii, + paper for books

AMERICAN JEWISH
ARCHIVES



וְכֹרֵא אֱלֹהֵי יִשְׂרָאֵל

MINUTES:

CIJE STEERING COMMITTEE

DATE OF MEETING:

August 25, 1995

DATE MINUTES ISSUED:

September 26, 1995

PRESENT:

Morton Mandel (Chair), John Colman, Gail Dorph, Seymour Fox, Adam Gamoran, Ellen Goldring, Annette Hochstein, Stephen Hoffman, Alan Hoffmann, Barry Holtz, Josie Mowlem, Daniel Pekarsky, Nessa Rapoport, Charles Ratner, Esther Leah Ritz, Richard Shatten, Jonathan Woocher, Virginia Levi (Sec'y)

Copy to:

Lester Pollack, Henry Zucker

I. INTRODUCTORY REMARKS

The chair introduced Josie Mowlem, currently a member of the staff of the JCC Association, and announced that she will be joining the staff of CIJE as Assistant Executive Director on October 1, 1995. An education major from New York University with experience in Jewish education as well as organizational administration, Josie will gradually take on the responsibilities of Assistant Executive Director over the remainder of the year, becoming more than half-time by November, 1995.

The Chair referred to Ginny Levi's exemplary role during the period of the Commission, and in the CIJE. Ginny has been on loan to CIJE and now is needed full time by the Mandel Associated Foundations. The Chair thanked her for her outstanding contribution to CIJE. Alan Hoffmann also mentioned that Ginny had played a major role in helping him over the past two years and expressed his and the staff's gratitude for her help and counsel.

II. MASTER SCHEDULE CONTROL

Assignment

The master schedule control reflecting dates through the end of 1996 was reviewed. Steering Committee members were asked to note any problems with the proposed dates by the conclusion of the meeting. A final notice of upcoming dates will be circulated shortly.

III. MINUTES AND ASSIGNMENTS

The minutes and assignments of June 8 were reviewed. It was noted that Jon Woocher and Alan Hoffmann have been discussing ways to introduce experienced evaluators to the work of CIJE. Their goal is to identify one person to design and coordinate a program to train people to work on the evaluation of Jewish education activities in various communities. The difficulty they are experiencing in identifying a potential coordinator further reflects the need for capacity building in this field.

It was noted that in light of the number of Jewish education programs developing within Jewish Community Centers, it is important to involve the JCC Association in discussions of evaluation.

The assignment to develop a communications program will be revised to refer to the development of publications.

IV. CIJE UPDATE

Alan Hoffmann introduced this topic by noting that a revised CIJE workplan will be available for review by the Steering Committee at its next meeting. For this meeting, staff members were asked to provide updates on work that had occurred over the summer.

A. Building the Profession

In an effort to move forward with the issue of capacity building, planning is in process with Isadore Twersky on the development of a cadre of people to provide in-service training to day school teachers. At the same time, significant steps have been taken to develop teacher educators for congregational school teachers.

Gail Dorph reported that the first Teacher Educator Institute had taken place in Cleveland in late July. This approach was undertaken when it became apparent that the policy brief called for significant upgrading of in-service education and yet no significant programs were identified through which people are being prepared to be the trainers of teachers, or "teacher educators."

This first Teacher Educator Institute, part of a series of seven over a period of two years, focused on the following two central issues:

1. What kind of teaching/learning do we wish to foster?
2. What kind of experiences will accomplish this?

Using video tapes as the text for considering these issues, the group looked first at how mathematics, subject matter which is not value laden, might be more effectively taught. This discussion was followed by a similar consideration of the teaching of Torah by examining a short video tape of a lesson by a teacher who is highly thought of. The approach of this first Institute was to involve the participants in the kind of learning experiences we would like them to create for others.

It was noted that many educators participate in "one shot" educational experiences, then return to their own institutions and find themselves slipping back to their old ways. It has also been shown that it is easier to bring about change when groups of people work together. With this in mind, communities were invited to send teams of three to the Institute in order that participants would have others to support their efforts at change locally. In addition, Institute participants are now working collaboratively via e-mail and teleconferencing. This permits participants to reflect with each other on how their work is progressing, how to deal with setbacks and how to move ahead.

In the discussion that followed it was reported that the faculty of the Institute included CIJE staff members as well as two professors of education from Michigan State University, Deborah Ball and Sharon Feiman-Nemser. Both originally were invited to the academic advisory group meeting to pre-plan the Institute in May and expressed such enthusiasm for the project that they volunteered to teach. It may be that bringing these outstanding leaders in

general education to our enterprise is the most important contribution we can make.

It was noted that there is also an evaluation plan for the Institute. The MEF team will write an initial document describing in-service education in each of the participating communities and will follow up on how this changes over time. It is hoped that, through interview and observation, it will be possible to evaluate the quality of training which occurs in these communities and its impact on teaching.

In concluding this presentation, the Chair noted that this project is an example of what can be accomplished when a group of very highly qualified senior staff tackles a problem. He noted the importance of bringing together people of extremely high quality to accomplish our goals.

B. Report on Educational Leaders

Ellen Goldring reminded Steering Committee members that at the time the educators survey was undertaken in the three lead communities, a survey of educational leaders was also administered. The MEF team has now completed a first draft of a report on this survey and is working with CIJE staff and the MEF advisory committee to determine the best approach for disseminating the report and CIJE's response. It is anticipated that a Policy Brief will be prepared to reflect the results of the report as well as a call for action. In the interim, the report will be distributed to audiences which have a particular interest in its findings.

The study showed that a relatively small percentage of Jewish educational leaders has training in the fields of Jewish education, pedagogy and administration. It also showed that, while a significant majority intends to continue in the field and, in fact, in the same institution, relatively few are engaged in systematic, sustained ongoing professional growth.

It was noted that while it has become evident through CIJE's work that in-service education is critical to teachers already working in the field of Jewish education, issues of pre-service education and recruitment may be as critical for educational leaders.

It was suggested that the work of CIJE in Community Mobilization is as central with respect to educational leaders as our work with the professional leaders themselves. Frequently boards have relatively low expectations of their principals. We should undertake to encourage a change in this situation.

In addition to a composite report on educational leaders which will be disseminated broadly, individual leadership reports to the lead communities will be completed and distributed locally. A challenge for CIJE is to find ways to use this data constructively, a task which can best be accomplished in consultation with each individual community.

C. Best Practices Volume

Barry Holtz reported that during the past year work has been undertaken to review successful programs in Jewish education in JCCs. Unlike earlier Best Practice endeavors, this one is being done jointly with the JCC Association.

Steve Cohen and Barry Holtz convened a group of advisors for assistance in selecting sites and identifying criteria for Best Practices. Six sites were studied and reviewed. A first draft report was completed and, with the input of representatives of the JCC Association, revised. The goal of the document is to provide the Center movement with documentation which will help mobilize lay support for Jewish education in JCCs and also improve the quality of professionals involved in Jewish education efforts throughout the system. It is anticipated that this third Best Practices volume will be published by late fall or early winter.

D. Community Mobilization for CIJE

1. General Assembly

Nessa Rapoport reported that CIJE staff members have been participants in planning for a reconstituted GA. Instead of a series of "one shot workshops" it is expected that GAs in the future will be built around sustained multi-year planning and programming. This year's GA is designed around four institutes, one of which is Jewish Identity. Participants will be encouraged to stay with one institute throughout the GA.

Jon Woocher reported that a proposal submitted to the planning committee by CIJE has served as the basis for plans for the GA now and in the future.

In discussion it was noted that this is an appropriate time for CIJE to work closely with CJF on how to approach issues of continuity. For this reason, there was some concern with the approach of four parallel tracks, potentially leaving some people entirely out of discussions of continuity. A possible alternative for the future might be to offer the separate tracks sequentially rather than in parallel, so that participants would have an opportunity to select from all four. It was noted that each of the four does have some elements relating to Jewish education. It was also noted that the 1995 GA is an experiment and that there will undoubtedly be adjustments for the future. It was suggested that CIJE work for greater board involvement in the GA.

2. The Policy Brief which was published on the basis of the educators survey has been distributed to a number of distinct constituencies. Each has been accompanied by a cover letter to the group receiving it. CIJE is now in the process of publishing the presentation made by Jonathan Sarna at the April Board meeting. The distribution of such publications is a significant means of impacting community mobilization.

E. Brief Updates on Other CIJE Activities

1. Brandeis University

Brandeis has requested a grant from the Mandel Associated Foundations to undertake a 12 - 18 month planning process to involve University faculty and CIJE staff. The purpose is to look at Brandeis University's

strength relative to needs for personnel and Jewish education and ways for Brandeis to impact Jewish education strategically.

2. Colleges of Jewish Studies

There have been several meetings with the presidents of the colleges of Jewish studies. CIJE is encouraging the colleges to consider a joint approach to a single issue for Jewish education, perhaps focusing on early childhood.

3. CAJE

Two CIJE staff members attended the recent annual CAJE conference where serious interest was expressed in CIJE's work.

4. Community Organization

CIJE continues to work with CJF in an effort to establish joint relationships with individual communities. At the same time, continuing efforts are underway to establish relationships with Cleveland, Hartford, and San Francisco as affiliated communities.

5. JCC Camps

Initial discussions about improved Jewish programming in JCC camps have led to planning for a meeting with camp directors and JCCA representatives which may occur as early as November.

6. Wexner Heritage Alumni

CIJE, together with the Wexner Heritage program, has developed a curriculum for graduates of the Wexner programs. A retreat will be held in early December at which CIJE staff will serve as faculty. Their purpose is to charge the graduates of the last ten years with the importance of being community activists and advocates for Jewish education in their communities.

V. PERSONNEL AND TRAINING

In light of time constraints, this agenda item was postponed to the next Steering Committee meeting. It was briefly noted that personnel remains at the core of our work, that CIJE has continued to identify extremely gifted Jewish professionals with a serious interest in our work, and that we have had some success in bringing such people into the field. This remains an ongoing focus of CIJE and is an issue to continuing discussion with the Mandel Institute. We will continue to work on our goal of "turning out stars."

VI. GOALS PROJECT

Daniel Pekarsky reported that after serious review of the initial workplan for the Goals Project, it was concluded that additional work is necessary before we are in a position to move full force into the work of developing capacity in this area. In particular, it is premature to begin to develop a coalition of vision driven institutions because most institutions are not ready to take this concept seriously. Typically, they are more

interested in a quick fix than the serious struggle necessary for clarification of an institutional vision. In addition, it seems premature to train coaches to work with institutions until we are more knowledgeable about what such work will entail.

Therefore, a July consultation of CIJE core staff with consultants from the Mandel Institute and the Harvard Educational Research Center concluded the following:

- A. The notion of "seeding the culture" is critical. A body of materials needs to be developed and initial steps must be taken to help institutions understand what is involved in establishing a vision and goals.
- B. Building capacity should begin with pilot projects to test out our ideas and analyze outcomes. Dan Pekarsky will be working with one or more institutions in Milwaukee and Danny Marom of the Mandel Institute will be working with the Agnon School in Cleveland. Based on this experience, CIJE staff will be able to develop approaches for others and prepare further written material for use in moving this process forward.

At the same time, in order to begin to interest other top people in this process, plans are underway to develop a seminar for the summer of 1996 for a core of people who might then be available to work with CIJE.

- C. CIJE should establish a resource development center (fondly known as "the kitchen") where materials for the project are developed. This will include videos, vignettes, and written literature. All of this will be made available to coaches in the future.
- D. It is increasingly evident that the goals project must be integrated with the other work of CIJE as we look at goals and evaluation, goals and community mobilization, and goals and personnel training. In addition, the partnership of the Mandel Institute and CIJE in this process will significantly enrich the process.

In the discussion that followed, it was suggested that as we undertake something new, CIJE is undoubtedly going to encounter failures as well as successes. It was suggested that these should be carefully documented, as well.

It was suggested that the presentation made by Atlanta representatives about the visioning process undertaken in a single day suggested that such an approach, while perhaps not CIJE's ultimate goal, can have significant benefits. Staff is encouraged to stay aware of such opportunities and to keep standards at a level which permit progress to occur.

It was noted that goal setting can run into pitfalls when it encounters political obstacles or a strong push toward consensus. Goal setting is a developmental process which will change as time goes on and should be undertaken thoughtfully. It was suggested that CIJE should be careful not to be so studied in its approach that its own goals for this project are put off indefinitely. It may be that capacity building can occur as planning and development is undertaken. It was agreed that this is an important point, but that CIJE must first know what a goals coach should be and do before efforts are undertaken to recruit and train such people.

ASSIGNMENTS

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Function:	CIJE STEERING COMMITTEE		
Subject/Objective:	ASSIGNMENTS		
Originator:	Virginia F. Levi	Date:	8-25-95

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE
1.	Circulate new list of meeting dates.		VFL	9/25/95	10/15/95
2.	Prepare new draft of guidelines for work with affiliated communities.		GZD	4/26/95	11/1/95
3.	Prepare recommendations for dissemination of the study of educational leaders for review by the Steering Committee		AG/NR	6/8/95	11/1/95
4.	Work with JESNA on developing a program for training evaluators and prepare a proposal for review by the Steering Committee.		ADH	4/26/95	11/1/95
5.	Continue planning for 1995 GA and provide Steering Committee with updates.		NR	6/8/95	11/15/95
6.	Complete paper on Best Practices in JCCs.		BWH	6/8/95	12/31/95
7.	Prepare recommendations for appointment of committee co-chairs.		ADH	4/26/95	TBD
8.	Prepare plan for increasing board size.		ADH	4/26/95	TBD
9.	Develop a communications/publications program: internal; with our Board and advisors; with the broader community.		NR	9/21/93	TBD
10.	Redraft total vision for review by Steering Committee.		BWH	4/20/94	TBD

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see 'al 10/3/95*

Council for Initiatives in Jewish Education

MEMORANDUM

Date: 10/3/95
To: ADH
From: VFL 
Subject: Josie's Title

Josie called today to point out that the title we used for her in the Steering Committee minutes is not the title you and she agreed upon. Actually, you changed it from the original draft, where I had "Assistant Executive Director" to the final version, where she's listed as "Assistant Director." She says that the former is what you and she agreed to and she would like the minutes changed. We can easily correct it for the minutes which we keep for the permanent record and which will be read at the next meeting. I can't make the change, of course, without your approval, especially under the circumstances.

If you think Josie is wrong, then I think you and she had better talk soon. If she is correct, please let me know so that I can make the correction.

This is obviously not something for Debra's eyes, which is why I am communicating by fax rather than e-mail.

