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

Subseries 1: Meetings, 1990–1998.

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Steering committee.1 November 1995. Planning notes and  
correspondence, September 1995-January 1996.

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

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**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**

**MEMORANDUM**

**To:** Members of the Steering Committee

**From:** Alan D. Hoffmann

**Date:** September 29, 1995

**Re:** Steering Committee Meeting

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In addition to the Board Seminar and Meeting described in the enclosed letter, I remind you that we have a Steering Committee meeting scheduled for Wednesday, November 1 at CIJE, 15 E. 26th Street, New York. It will begin at 10:00 am and conclude at 4:00 pm.

Please complete and return the enclosed fax reply form, indicating your attendance plans.



# Steering committee

MLM	ADH	AG
ELR	VFL	EG
LR	JM	DNP
LP	GZD	JW
JL	BWA	RAS
	NR	SH



At the following day's Board Meeting, we will discuss the critical issue of professional leadership for Jewish educational institutions. We will also preview the results of the just-completed CIJE study of educational leaders in pre-schools, supplementary schools and day schools. Together we will examine the policy implications of these striking findings.

The Board Meeting of November 2, also at UJA/Federation, will begin promptly at 9:30 a.m.; refreshments will be served from 9:00 a.m. We will conclude at 3:30 p.m.

We will soon be sending you advance materials as background for the meeting. In the meantime, please complete and return the enclosed reply form.

With best wishes for the year ahead.

MORTON L. MANDEL -- Chair



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

WEDNESDAY, NOVEMBER 1, 1995  
6:00 - 7:30 PM

**AGENDA**

- 
- |      |                                  |                  |
|------|----------------------------------|------------------|
| I.   | Executive Search                 | Morton L. Mandel |
| II.  | 1995 Operating Results           | Alan D. Hoffmann |
| III. | Fund Raising Update              | Alan D. Hoffmann |
| IV.  | Approval of CIJE Retirement Plan | Alan D. Hoffmann |
| V.   | Other Business                   | Morton L. Mandel |



**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
DEFINED CONTRIBUTION RETIREMENT PLAN**

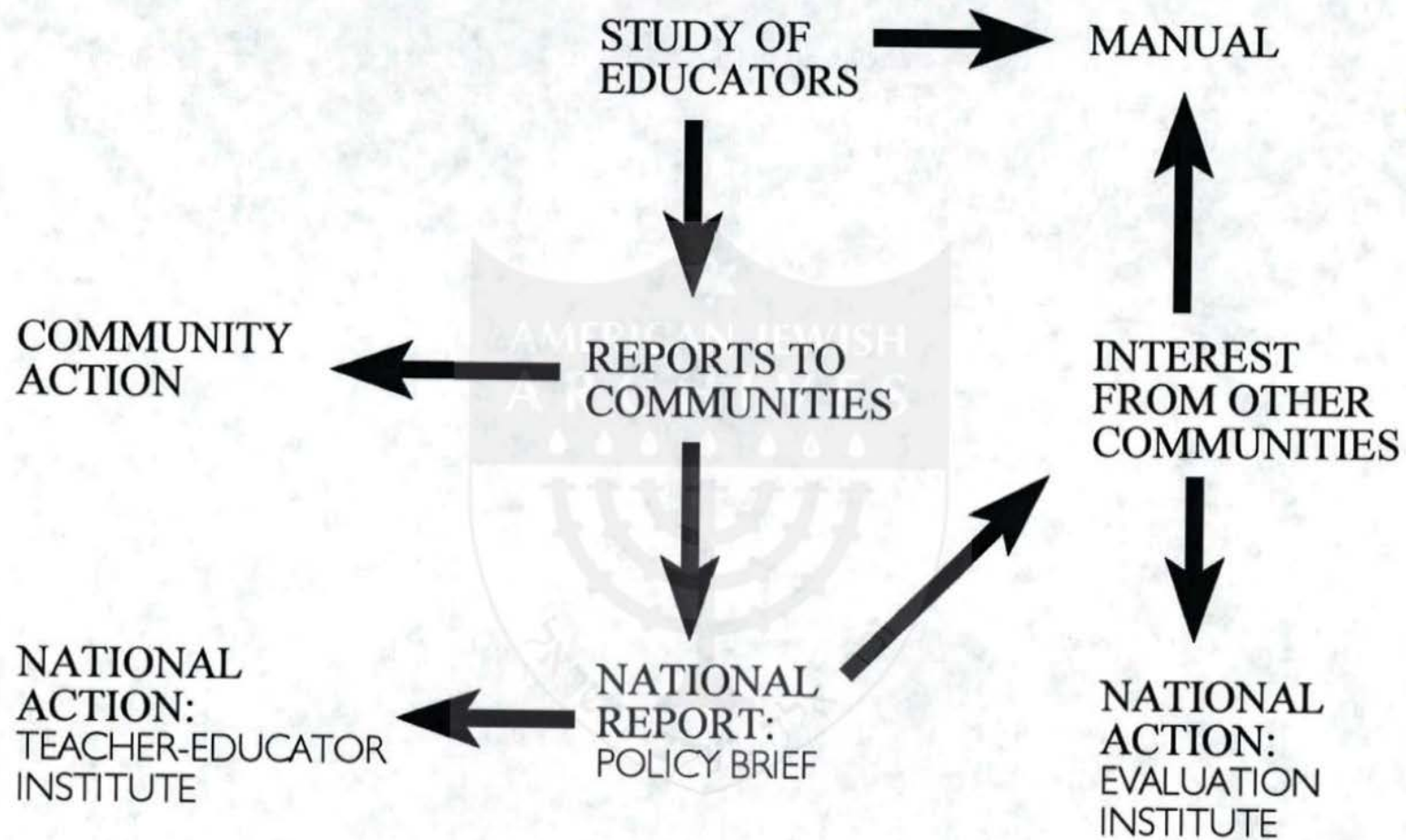
<b>PLAN FEATURE</b>	<b>PROPOSAL</b>
Type of Plan	403(b) Defined Contribution Retirement Plan
Administrator	TIAA-CREF Teachers Insurance and Annuity Association and College Retirement Equities Fund
Effective date	May 1, 1995
Participants	All full time employees
Waiting period	90 days for new hires
Vesting	Immediate, 100% vesting for both employee and employer contributions
Investment options	Employees choose between eight TIAA and CREF investment options
Contributions Employee	Minimum-None Maximum -As determined by the IRS (\$9,500 or 20% of wages)
Employer	3% contribution to all participants Up to 3% additional contribution based on a dollar for dollar match
Withdrawal options Cash	Available at termination of employment or death TIAA - 2.5% back end load for lump sum distribution within 120 days of termination
Other	Fixed period payment options of 5-30 years, single life annuity, joint and survivor annuities
Administration Fees Employer	None
Employee	TIAA - 1/4 of 1% of net assets CREF - 4/10 of 1% - average deduction from net assets

Resolution for Consideration/Approval by the  
Board of Directors of the Council for Initiatives in Jewish Education

WHEREAS, the Board of Directors of the Council for Initiatives in Jewish Education (CIJE) has determined that it is in the best interests of CIJE to adopt a retirement plan for full time employees of CIJE,

BE IT RESOLVED THAT the Executive Committee of CIJE is authorized to take all steps necessary to review and adopt such an appropriate retirement plan for full time employees of CIJE.







## COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

### MEMORANDUM

**To:** Members of CIJE Steering Committee

**From:** Alan D. Hoffmann

**Date:** October 13, 1995

**Re:** Materials in Preparation for November 1 Steering Committee Meeting

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Enclosed is the 1995 workplan for your review prior to the Steering Committee Meeting of November 1.

The staff has reviewed the workplan in light of the first six months of 1995 and revised it to provide an update on our work in 1995 and our current thinking with regard to the remaining months of this year and toward 1996. On the left side of each page is the workplan as originally approved and on the right you will find updates and revisions in each of the corresponding sections.

I look forward to seeing you in the CIJE office on Wednesday, November 1 at 10:00 am.

# **COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**

## **Board of Directors**

**NOVEMBER 2, 1995**

### Table of Contents

• Minutes of April 26-27, 1995 Board of Directors Meeting	A
• Reports	B
• Minutes of April 27, 1995 Committee Meetings	C
1. Building the Profession	
2. Content and Program	
3. Research and Evaluation	
4. Community Mobilization	
• CIJE 1995 Board of Directors, Staff and Consultants	D
• Agenda	E

DRAFT 10/13/95

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

**AGENDA**

**Wednesday, November 1, 1995, 10:00 AM - 4:00 PM**

**New York**

		<u>Tab</u>	<u>Assignment</u>
I.	Master Schedule Control	1	MLM
II.	Minutes	2	VFL
III.	Assignments	3	VFL
IV.	CIJE Update		
	A. Overview		ADH
	B. Evaluation Institute Consultation	6a	ADH
	C. Lead Communities Consultation	6b	GZD
	D. The Goals Project: Baltimore Seminar and JCC Camping Consultation	6c	DP
	E. Report on JCC Best Practices		BWH
V.	Workplan 1995 -- Toward 1996	6d	ADH
VI.	Expanding the CIJE Network: Summer Institute for Professors of Education		ADH
VII.	CIJE at the General Assembly	6e	NR
VIII.	Reconceptualizing the CIJE Board		MLM
IX.	Review of Board Seminar and Meeting		MLM



**CIJE Steering Committee Meeting  
November 1, 1995**

V. RECONCEPTUALIZING THE CIJE BOARD

It was noted that CIJE inherited its board from the Commission and that many current board members are over-committed and have primary loyalties to other Jewish entities. In fact, the serious work which is undertaken by lay leaders of CIJE occurs mostly in the Steering Committee, which meets six full days each year. The Steering Committee functions as the "true" board of CIJE, serving as the group which actually makes policy for the organization.

It was suggested that CIJE consider a new structure to include:

- A. An expanded Steering Committee which would be renamed the CIJE Board.
- B. An expanded Executive Committee to include people neither willing nor able to spend six days a year on the work of CIJE, but whom we would like to keep closely informed.
- C. An expansion of the present board to approximately 100 lay leaders, to be known as the "Council" of CIJE. This group would meet twice each year for an evening and the following day to discuss a particular theme. This would be the highest level seminar on Jewish education in North America.
- D. A CIJE biennial for 400 invited lay leaders and top professionals.

In the discussion that followed, the question of whether this would effectively mobilize community leadership was discussed. It was suggested that such mobilization might be better accomplished when we create the sort of national centers that were discussed earlier in the meeting and develop boards for these centers, providing people with significant roles. Another way to involve greater numbers is to have committees or task forces with discrete assignments, similar to the approach taken by the JCCA Board. Reference was made to the Urban Land Institute, an elite group for people in the field of real estate. CIJE might emulate this approach, bringing together the highest level people to discuss the most critical topics in the field.

Our goals for leadership of CIJE are 1) the need for a mechanism to direct CIJE, and 2) to develop a much larger lay group with ownership of CIJE and its issues. This second goal is to involve and engage lay leadership, which is at the heart of CIJE's mission.



We were cautioned to keep in mind the amount of staff time and energy required to plan and implement the cycle of activities being proposed for the groups described in items C and D above. It was suggested that the Executive Committee and Board could be combined into a single entity, with the understanding that some members of this somewhat expanded "Board" would be unable to attend all six meetings each year. This body could become a model for local communities to emulate in involving their lay leadership. There seemed to be agreement to the concept of a Council meeting twice each year around a specific topic.

It was suggested that the topic for the first such meeting might be "What works in Jewish Education." There were questions about our capacity to run a biennial.

The following chart was the outcome of this discussion:

<u>Lay Group</u>	<u>Participants</u>	<u>Frequency</u>
Board/Executive Committee	18	6 times per year
Council	50 - 100	2 times per year
Biennial	400	Every other year

It was agreed that this proposal requires further elaboration. However, we will move to add four additional lay members to the Steering Committee as soon as possible



## RECONCEPTUALIZING THE CIJE BOARD

- CIJE INHERITED ITS BOARD FROM THE COMMISSION. IN MANY WAYS WHAT WAS GOOD FOR THE COMMISSION ON A TIME-LIMITED BASIS IS NOT GOOD FOR AN ONGOING CIJE. TOO MANY OF THE BOARD MEMBERS ARE BOTH OVERCOMMITTED AND HAVE PRIMARY LOYALTIES TO OTHER NATIONAL JEWISH ENTITIES.

- WE RESPONDED TO THIS BY CREATING A STEERING COMMITTEE WHICH NOW MEETS AT LEAST SIX FULL DAYS EACH YEAR. THIS HAS CREATED AN ARENA FOR SERIOUS WORK BETWEEN LAY LEADERS OF CIJE AND ITS PROFESSIONAL STAFF. THIS KIND OF IN-DEPTH INTERACTION HAS SHAPED AND CHARTED CIJE'S DIRECTION IN THE LAST TWO YEARS. IN FACT OUR STEERING COMMITTEE HAS BECOME THE TRUE "BOARD" OF THE CIJE. AT THE SAME TIME IT HAS BEEN VERY DIFFICULT, BOTH WITH THE FREQUENCY OF MEETING AND THE COMPOSITION OF THE PRESENT BOARD, TO INVOLVE IT IN MAKING POLICY FOR THE CIJE.

THEREFORE AM PROPOSING A NEW STRUCTURE:

- A. EXPAND THE STEERING COMMITTEE BY TWO MEMBERS EACH MEETING TO REACH 18 BY THE MIDDLE OF 1987 - TO BE KNOWN AS THE "CIJE BOARD" EACH NEW MEMBER TO BE "CAMPERED" BY STAFF AND CURRENT STEERING COMMITTEE MEMBERS
- B. CREATE AN EXPANDED EXECUTIVE COMMITTEE WHICH INCLUDES SOME OF THOSE WE WOULD LIKE TO INVOLVE BUT WHO ARE NOT RIGHT FOR THIS NEW "BOARD" - LIKE CHARLES BRONFMAN, HIRSHHORN, NASH ETC.
- C. EXPAND AND CHANGE THE PRESENT BOARD TO BECOME THE "COUNCIL" OF THE CIJE - 100 INVITED LAY LEADERS. TO MEET TWICE A YEAR FOR AN EVENING AND FOLLOWING DAY. EACH MEETING ON A DISCRETE THEME. WOULD BE THE HIGHEST LEVEL SEMINAR ON JEWISH EDUCATION IN NORTH AMERICA.
- D. EVERY TWO YEARS A CIJE BIENNIAL - FOR 400 INVITED LAY LEADERS AND TOP PROFESSIONALS.

'B', 'C' AND 'D' WOULD GO A LONG WAY TO MEETING SOME OF OUR MOST IMPORTANT COMMUNITY MOBILIZATION GOALS.



# CIJE WORKPLAN: 1995 TOWARDS 1996

1995	1996 Rollover	Planned or in Development States for 1996
<p><b>A. <u>BUILDING THE PROFESSION</u></b></p> <p><b>a. <u>In-Service Training</u></b></p> <p>i) TEI X 2</p> <p>ii) Advisory Team on Early Childhood Education</p> <p>iii) Harvard Principle Center</p> <p>iv) Consultation on TEI for Torah u'mesorah</p> <p>v) Consultation on Professional Development for Schools</p> <p><b>b. <u>Guidance to Communities in developing Comprehensive In-Service Training</u></b></p> <p>i) 3 Consultations in NYC for Milwaukee, Atlanta, Baltimore leading to local pilot initiative</p> <p>ii) Machon l'Morim in Baltimore</p> <p>iii) Cleveland College Masters Program consultation</p> <p><b>c. <u>Exploring ways to mobilize existing training institutions, central agencies professional movements and denominations</u></b></p> <p>i) Consultation on Early Childhood with Colleges of J. Study</p> <p>ii) Planning process with Branders University</p> <p><b>d. <u>Articulating and Disseminating (where necessary developing) in-service concepts, curriculae and standards</u></b></p> <p align="center">---</p> <p><b>e. <u>Comprehensive Planning for Building the Profession</u></b></p> <p>i) Establish advisory</p>	<p>TEI x 45</p> <p>Recruit Cohort to</p> <p>- Meets-develops strategy-writes</p> <p>- Hrd. Principal's centre Spring+Fall</p> <p>- ?</p> <p>- Consultation in first 1/4</p> <p>- 3 Consultations in NYC for Baltimore, Milwaukee, Atlanta, Plus Cleveland, San Francisco, Hartford (?), W. Palm Beach (?)</p> <p>- Will continue</p> <p>- ?</p> <p>- ?</p> <p>- Continue through 1996</p> <p align="center">---</p> <p>- Establish advisory committee with</p>	<p>- Principals for Community Day High Schools (Steinhardt, Jim Joseph, Anhat)</p> <p>- Torah u'mesorah TEI</p> <p>- TTT a la Prof. Twersky</p> <p>- National Conference with Natioanl Board of License, on issue of standards, certification and accreditation.</p> <p>- Best practices volume of Professional Development</p> <p>- Continental plan for Senior Personnel.</p> <p align="center">-----</p>

## CIJE WORKPLAN: 1995 TOWARDS 1996

1995	1996 Rollover	Planned or in Development States for 1996
<b>B. <u>MOBILIZING THE COMMUNITY</u></b>		
a.) <u>CIJE Board</u>	-Continues	-Reconceptualize Board Structure
- Vice Chairs		
- New Board Member		
b.) <u>Impacting Jewish educational agendas on ever-increasing number of communities.</u>	-Continues	
- Engage with some new communities (Hartford, Cleveland, San Francisco, Chicago, Columbus)	-Continues	
- Work with CJF on new committee	-Earlier and deeper involvement in 1996 6A <u>OR</u> get out!	
- 6A 1995		
c.) <u>Telling the Story</u>	-Continue at less intensity	
- Dissemination of Policy Brief	-Will continue	
- Sarna-type publication	-Establish Advisory Group for media and communications	
- Advisory group for media/communication		
- G. Dorphis article on TEI for 6A		
- Redesign and Repackage 2x Best practised	-Redesign and Repackage 2 BP's	-Dissemination Plan and Distribution
		-Dissemination Plan and Distribution of JCC Best Practises.
		-Integrated Report on Educational Leaders-published and distributed
		-Policy Brief on educational leader
		-Case study for goals project: Ramah
		-Integrated CIJE puclication plan
		-Data base foe distribution and tracking
- CIJE Luncheon Seminars	-3 in 1996	
- one in Dec. 1995		
d.) <u>Strategy for engaging potential champions</u>	---	-See descussion on reconceptualizing CIJE Board
- Deferred		
e.) <u>Wexner Heritage Retreat</u>	---	
- December 1995		



1995

1996 Review

PLANNING / EVAL. 1996

C. MONITORING, EVALUATION  
AND FEEDBACK

a) Building Research Capacity

- Integrated Report on Teachers
- Reports on Educational leaders in 3 communities (individual and combined)
- Research papers on teacher power, teacher in-service and levers for change

-  
-

Policy brief on leaders

Distribution, dissemination of all

b) Building Evaluation Capacity for North America

- CIJE Manual
- develop
- Proposal for evaluation institute
- Consultation on evaluation institute

Publish and distribute

-

-

Dissemination plan

c) Evaluating CIJE Initiatives

- Evaluating TEI

Continued and increased

d) Planning for the Future

- Informal education
- consultation
- Plan for seminar on what have we learned

Continued towards design of instruments and survey in 1996-97 school year

July 1996 in Israel

Hire staff and develop institute

1995	1996 ROLLOVER	PLANNED OR IN DEVELOPMENT STAGES
<u>D. CONTENT AND PROGRAM</u>		
a) Best Practices I) Complete JCCA-Best Practice ii) Best Practices in professional development - begin iii) One day short consultation on in-service iv) Plan for presentations to lay leaders	Publish volume Write and publish  One-day short consultations  Presentations to lay leaders	Dissemination plan
b) Goals Project I) Engage with prototype institutions ii) Plan for extending capacity iii) Engage with communities iv) Wexner Heritage	Continues  July 1996 Seminar ? ?	
<u>E. FINANCE AND ADMINISTRATION</u>		
a) Hire new executive director	?	"Curriculum" for new director, overlap with previous director
b) fully-functioning payroll and benefits in New York	-	
c) Successor to VFL	-	
d) Full set of inter-office procedures for fiscal management	Continued	
e) Fundraising plan and implementation	Continued	

CIJE WORKPLAN: 1995 TOWARDS 1996

p. 1

1995	1996 ROLLOVER	PLANNED OR IN DEVELOPMENT STAGES FOR 1996
<p>A. <u>BUILDING THE PROFESSION</u></p> <p>a. <u>In-Service Training</u></p> <p>i)Teacher Educator Institute x 2</p> <p>ii)Advisory Team on Early Childhood Education</p> <p>iii)Harvard Principle Center</p> <p>iv)Consultation on Teacher Educator Institute for Torah u'mesorah</p> <p>v)Consultation on Professional Development for Day Schools</p> <p>b. <u>Guidance to Communities in developing Comprehensive In-Service Training</u></p> <p>i) 3 Consultations in NYC for Milwaukee, Atlanta, Baltimore leading to local pilot initiative</p> <p>ii)Machon l'Morim in Baltimore</p> <p>iii)Cleveland College Masters Program consultation</p> <p>c. <u>Exploring ways to mobilize existing training institutions, central agencies, professional movements and denominations</u></p> <p>i)Planning process with</p>	<p>-Teach Educator Institute x 4-5</p> <p>-Recuit Cohort II</p> <p>-Meets-develops strategy-write plan</p> <p>-Hrd. Principal's centre Spring+Fall</p> <p>- ?</p> <p>- Consultation in first 1/4</p> <p>-3 Consultations in NYC for Baltimore, Milwaukee, Atlanta, Plus Cleveland, San Francisco, Hartford (?), W. Palm Beach (?)</p> <p>-Will continue</p> <p>-?</p> <p>-Continue through 1996</p>	<p>-Principals for Community Day High Schools (Steinhardt, Jim Joseph, Avi Chai)</p> <p>-Torah u'mesorah Teacher Educator Institute</p> <p>-TTT a la Prof. Twersky</p> <p>-1997 or beyond</p>



CIJE WORKPLAN: 1995 TOWARDS 1996

1995	1996 ROLLOVER	PLANNED OR IN DEVELOPMENT STAGES FOR 1996
<p>d) <u>Articulating and Disseminating (where necessary developing) in-service concepts, curricula and standards</u></p> <p>e) <u>Comprehensive Planning for Building the Profession</u></p> <p>i) Establish committee</p> <p>B. <u>MOBILIZING THE COMMUNITY</u></p> <p>a.) <u>CIJE Board</u></p> <ul style="list-style-type: none"> <li>- Vice Chairs</li> <li>- New Board Members</li> </ul> <p>b.) <u>Impacting Jewish educational agendas on ever-increasing number of communities.</u></p> <ul style="list-style-type: none"> <li>- Engage with new communities (Hartford, Cleveland, San Francisco, Chicago, Columbus)</li> <li>- Work with CJF on new committee</li> <li>- GA 1995</li> </ul> <p>c.) <u>Telling the Story</u></p> <ul style="list-style-type: none"> <li>- Dissemination of Policy Brief</li> <li>- Sarna-type publication</li> <li>- G. Dorph's article on TEI for GA</li> <li>- Redesign and Repackage 2x Best practices</li> </ul>	<p>-Establish advisory committee with a plan, hire planner</p> <p>-Continues</p> <p>-Continues</p> <p>-Continues</p> <p>-Continues</p> <p>-Earlier and deeper involvement in 1996 GA</p> <p>-Continues at less intensity</p> <p>-Continues</p> <p>-Establish Advisory Group for media and communications</p> <p>-Redesign and Repackage 2 BP's</p>	<p>-National Conference with National Board of License, on issue of standards, certification and accreditation.</p> <p>-Best practices volume of Professional Development</p> <p>-Continental plan for Senior Personnel.</p> <p>-Reconceptualize Board Structure</p> <p>-Dissemination Plan and Distribution</p> <p>-Dissemination Plan and Distribution of JCC Best Practices.</p> <p>-Integrated Report on Educational Leaders-published and distributed</p>



CIJE WORKPLAN: 1995 TOWARDS 1996

1995	1996 ROLLOVERS	PLANNED OR IN DEVELOPMENT STAGES FOR 1996
<p>-CIJE Luncheon Seminars - December 1995</p> <p>d) <u>Strategy for engaging potential champions</u> -Deferred</p> <p>e) <u>Wexner Heritage Retreat</u> -December 1995</p> <p><u>C. MONITORING, EVALUATION AND FEEDBACK</u></p> <p>a) Building Research Capacity -Integrated Report on Teachers -Reports on Educational leaders in 3 communities (individual and combined) -Research papers on teacher power, teacher in-service and levers for change</p> <p>b) Building Evaluation capacity for North America -Develop CIJE Manual</p> <p>-Proposal for evaluation institute -Consultation on evaluation institute</p> <p>c) Evaluating CIJE Initiatives -Evaluating TEI</p> <p>d) Planning for the Future -Informal education -consultation</p> <p>-Plan for seminar on what have we learned</p>	<p>-3 in 1996</p> <p>-Policy brief on Leaders</p> <p>-Publish and distribute</p> <p>-Continue and increase</p> <p>-Continued design of informal education instruments and survey in 1996-97 school year -July 1996 in Israel</p>	<p>-Policy Brief on Educational Leaders -Case study for goals project: Ramah -Integrated CIJE publication plan -Data base for distribution and tracking.</p> <p>-See discussion on reconceptualizing of CIJE Board</p> <p>-How to work with other private I??</p> <p>-Distribution, dissemination -Distribution, dissemination</p> <p>-Dissemination plan -Create Evaluation Institute</p> <p>-Hire staff and develop institute</p>

CIE WORKPLAN: 1995 TOWARDS 1996

1995	1996 ROLLOVER	PLANNED OR IN DEVELOPMENT STAGES
<u>D. CONTENT AND PROGRAM</u>		
a) Best Practices		
i) Complete JCCA-Best Practice	-Publish volume	-Dissemination plan
ii) Best Practices in professional development - begin	-Write and publish	
b)Goals Project		
i)Engage with prototype institutions	-Continues	
ii)Plan for extending capacity	-July 1996 Seminar	
iii) Engage with communities	-?	
iv) Wexner Heritage	-?	
<u>E. FINANCE AND ADMINISTRATION</u>		
a) Hire new executive director	-?	-“Curriculum” for new director, overlap with previous director
b) fully-functioning payroll and benefits in New York	-Continues	
c) Successor to VFL		
d) Full set of inter-office procedures for fiscal management	-Continues	
e) Fundraising plan and implementation	-Continues	



## **COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**

**STEERING COMMITTEE, WEDNESDAY NOVEMBER 1ST, 1995**

**[15 E 26TH ST., 10.00 - 4.00]**

### **CHAIRMAN'S NOTES**

**10.00** - WELCOME ALL. DAN PEKARSKY IS NOT HERE TODAY. IMMEDIATELY AFTER OUR LAST STEERING COMMITTEE MEETING IN AUGUST, DAN HAD A SERIOUS HEART INCIDENT IN CENTRAL PARK. HE IS BACK IN ACTION AND AS WE WILL HEAR LATER IN THE DAY, HE LED A CIJE GOALS RETREAT IN BALTIMORE 10 DAYS AGO. WE ALL WISH HIM WELL.

- GO THROUGH BOOK.

- THIS IS GOING TO BE A VERY INTENSIVE TWO DAYS FOR OUR STEERING COMMITTEE MEMBERS AND WE ARE ON A TIGHT SCHEDULE. THE MEETING WILL ADJOURN AT 12.30 AND THE SEARCH COMMITTEE WILL CONTINUE OVER LUNCH (12.45) WITH PHILLIPS OPPENHEIM IN THE CORNER ROOM. LUNCH WILL BE SERVED IN BOTH ROOMS.

WE WILL RECONVENE AT 1.45

#### **10.05 MASTER SCHEDULE CONTROL (MLM) I on Agenda**

- NOTE CHANGE IN JANUARY 22 MEETING. IT IS NOW IN NEW YORK. THE FOCUS OF THE MEETING WILL BE THE JCC BEST PRACTISES REPORT AND WE HAVE INVITED ALLEN FINKELSTEIN AND SOME OF HIS STAFF TO PARTICIPATE.

- NOTE CHANGE IN DATE FOR MARCH MEETING. IT IS NOW SCHEDULED IN CLEVELAND FOR MARCH 6TH TO (HAS BEEN REVERSED WITH MAF PHILANTHROPIC ADVISORY COMMITTEE)

#### **10.10 MINUTES AND ASSIGNMENTS (VFL) II and III on Agenda**

- HAVE ASSUMED 20 MINS. DISCUSSION ON MINUTES

**11.00 CIJE UPDATE (STAFF) IV on agenda**

- ADH WILL GIVE A GENERAL OVERVIEW
- EVALUATION INSTITUTE CONSULTATION - ADH AND JON WOOCHEER WILL REPORT - TAB 6a
- LEAD COMMUNITIES CONSULTATION - GAIL WILL REPORT - TAB 6b
- GOALS PROJECT - BALTIMORE SEMINAR AND JCC CAMPING CONSULTATION - PEKARSKY WAS TO REPORT, BARRY HOLTZ WILL IN HIS STEAD - TAB 6c
- STATUS REPORT ON BEST PRACTISES IN THE JCC - BARRY

**11.30 WORKPLAN 1995 - TOWARDS 1996 (ADH) V on agenda**

ALL RECEIVED A DOCUMENT IN THE MAIL (ALSO 6d IN BOOKS) WHICH IS A MID-YEAR UPDATE ON THE ORIGINAL WORKPLAN APPROVED BY THE EXECUTIVE WITH ADDITIONAL AMPLIFICATION AND EXPLANATION.

ADH WILL TAKE US THROUGH THE DOCUMENT, WHILE INDICATING WHICH OF CIJE'S ACTIVITIES AND PROJECTS WILL CONTINUE THROUGH 1996 AND WHICH ADDITIONAL AREAS OF PLANNING AND ACTION ARE BEING CONSIDERED FOR 1996. THE STEERING COMMITTEE, TOGETHER WITH THE STAFF, WILL THEN HAVE TO DEBATE AND SET PRIORITIES.

**Try and break for lunch at 12.20**

**SEARCH COMMITTEE WILL MEET IN BOARD ROOM**

**LUNCH**

**1.45 RECONCEPTUALIZING THE CIJE BOARD (MLM) VI on agenda**

(This section of the notes is available to distribute to the Steering Committee as a separate document)

- CIJE INHERITED ITS BOARD FROM THE COMMISSION. IN MANY WAYS WHAT WAS GOOD FOR THE COMMISSION ON A TIME-LIMITED BASIS IS NOT GOOD FOR AN ONGOING CIJE. TOO MANY OF THE BOARD MEMBERS ARE BOTH OVERCOMMITTED AND HAVE PRIMARY LOYALTIES TO OTHER NATIONAL JEWISH ENTITIES.



- WE RESPONDED TO THIS BY CREATING A STEERING COMMITTEE WHICH NOW MEETS AT LEAST SIX FULL DAYS EACH YEAR. THIS HAS CREATED AN ARENA FOR SERIOUS WORK BETWEEN LAY LEADERS OF CIJE AND ITS PROFESSIONAL STAFF. THIS KIND OF IN-DEPTH INTERACTION HAS SHAPED AND CHARTED CIJE'S DIRECTION IN THE LAST TWO YEARS. IN FACT OUR STEERING COMMITTEE HAS BECOME THE TRUE "BOARD" OF THE CIJE. AT THE SAME TIME IT HAS BEEN VERY DIFFICULT, BOTH WITH THE FREQUENCY OF MEETING AND THE COMPOSITION OF THE PRESENT BOARD, TO INVOLVE IT IN MAKING POLICY FOR THE CIJE.

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- D. EVERY TWO YEARS A CIJE BIENNIAL - FOR 400 INVITED LAY LEADERS AND TOP PROFESSIONALS.

'B', 'C' AND 'D' WOULD GO A LONG WAY TO MEETING SOME OF OUR MOST IMPORTANT COMMUNITY MOBILIZATION GOALS.

#### **2.45 EXPANDING THE CIJE NETWORK: SUMMER INSTITUTE FOR PROFESSORS OF EDUCATION [ADH] VII on Agenda**

ADH WILL REPORT ON THE CONCEPT AND THE PLANS FOR THE SUMMER INSTITUTE IN JERUSALEM. CAME OUT OF OUR DISCUSSION AT LAST MEETING ON DEBORA BALL AND SHARON FEIMAN-NEMSER'S ROLE IN BUILDING THE TEACHER EDUCATOR INSTITUTE.

#### **3.00 CIJE AT THE GENERAL ASSEMBLY [NR] VIII on Agenda**

NESSA WILL REVIEW TAB 6e AND GO OVER CIJE'S INVOLVEMENT AT THE GA.

- 3.15 REVIEW BOARD SEMINAR AND MEETING - IX on Agenda**  
MLM SHOULD BRING CHAIRMAN'S NOTES FOR BOARD SEMINAR AND BOARD MEETING.



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Josie Mowlem

1/12/96

Dear Lee,

Alan asked me  
to send you the minutes  
from our last Steering  
Committee meeting and  
a schedule of upcoming  
meetings.

Welcome to the  
Committee! I look  
forward to working with  
you. Please don't  
hesitate to call me  
if I can be of assistance.  
all the best.

Josie