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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. 6 March 1996. Planning notes and
correspondence, December 1995-March 1996.

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

Steering
CHET.**facsimile**
TRANSMITTAL

to: Alan Hoffman
fax #: 011-972-2-632375
re: CIJE; VISIT TO BALTIMORE
date: December 14, 1995
pages: 1, including this cover sheet.

*Barbara
Please let's
schedule a
call.*

12/14/95

Dear Alan,

I'm not trying to avoid you I've just been swamped and my secretary hasn't been in this week. I have been so overwhelmed with local work that I have made no headway whatsoever in my CIJE calls, save for one preempted call to Esther Leah (preempted simply because she wasn't there). I'm not sure what I can learn from those conversations that I don't already know. I am still worried about my ability to make the meetings. My schedule is challenging and quickly approaching impossible. I can't come January 22 for instance as I have three local meetings I need to attend: one I'm chairing, another is on educational initiatives for the community and the third is a Chizuk Amuno board meeting at which I need to make an important campaign presentation (this doesn't include the A team and B team soccer games I should see in the afternoon as both girls are playing). It will only get worse in the coming year as I take on the Presidency of Park School, go into full solicitation mode in two campaigns I'm chairing and take over the Chairmanship of CAJE. To the extent I can plan around CIJE meetings I shall, but I need the full year schedule well in advance and I know there will be times when I simply can't be there because some of my local work has to take a higher priority.

I will be home on Sunday the 16th from 2:00-3:30 and in the evening after 6:30. I will be at Chizuk Amuno until 1:30 on Monday. I will be at home Wednesday from 10:00 to 2:30. I might be able to meet you at the Associated on January 11 at 1:00 (I can leave a meeting I'm attending there) but I have to be there for the first hour (from 12:00-1:00). I can't come down any earlier unfortunately.

I hope this answers all your questions. Sorry there was such a delay and that you had to call again. I'll try to be more prompt next time!!!

Disregard the info to the right. I'm back in Baltimore and don't know how to reset the basic input. I can be reached at 410-363-4135 or FAX 410-363-9790

From the desk of...

Lee M. Hendler

Swanson
608 Hills Point Road
Cambridge, MD 21613

410-228-0760
Fax: 410-228-0760

Sincerely,

Lee

Chair
Morton Mandel

Vice Chairs
Billie Gold
Ann Kaufman
Matthew Maryles
Maynard Wishner

Honorary Chair
Max Fisher

Board
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David Teutsch
Isadore Twersky
Bennett Yanowitz

Executive Director
Alan Hoffmann

MEMORANDUM

To: CIJE Steering Committee Members
From: Alan D. Hoffmann
Date: January 10, 1996
Re: Steering Committee Meeting of January 22, 1996

This is to confirm that the next meeting of the CIJE Steering Committee is scheduled to take place from 9:30 am to 2:00 pm on Monday, January 22 at the CIJE office in New York. Members of the search committee 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. Minutes
2. Document describing the "Origins, Character and Impact of JCCA Camping Retreat"
3. Best Practice in Jewish Education: Jewish Community Centers (please bring this copy to our meeting)
4. Update on Building the Profession

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

UPDATE ON BUILDING THE PROFESSION

1/10/96

This update continues to track current CIJE projects to create capacity in the domain of Building the Profession. It will bring you up to date on the status of the projects described in my October report.

TEI

In December, the 1995 cohort of the Teacher Educator Institute met for the second time. Our goal was to further develop responses and approaches to our initial questions:

What kind of teaching and learning do we want to foster?

What kind of professional development fosters this kind of teaching and learning?

In order to ground our work in significant Jewish educational content and create some continuity between our seminar in July and December, we again used Torah teaching as our focus.

In addition to continuing to address these issues, we began to develop the strand of the seminar in which participants study their current work and apply the principles we are learning in TEI toward improving their practice. We devised two different approaches for focusing our attention on this critical area:

- a. In consultation with faculty and their colleagues, participants planned extensions of their current work in keeping with the principles and approaches we have been exploring together;
- b. As a group, we designed a collaborative project in which we would all engage between now and the next seminar to be held in February. The assignment can be found at the conclusion of this update.

Our next seminar is planned for February. At this time, we will turn more of our attention to alternative models of professional development in order to significantly influence the nature of the in-service educational offerings that the TEI participants are planning for next year.

We have just hired Amy Wallk Katz to coordinate the work of Cohort 2 of this program. Amy has earned a Masters Degree in Education from the University of Judaism, rabbinical ordination from the Jewish Theological Seminary, and is currently writing her doctoral dissertation in teacher education for Michigan State University. Her first task will be to work with the CIJE staff, the advisory committee and current TEI participants to develop a plan and begin the work of recruiting this cohort. In the first cohort, we have representatives from seven communities as well as two participants without communal portfolios. We hope to deepen and extend our plans to create a highly trained cadre of teacher educators in the second cohort by recruiting a broader national cohort and by asking current communities to send additional participants, particularly principals and lead teachers.

Harvard Institute for Educational Leaders

Our collaborative work with the Programs in Professional Education of the Harvard Graduate School of Education is continuing. In order to target a new audience of educational leaders as well as to accommodate educators who joined us last year, we have designed a new Institute for educational leadership. Its topic is: **Leadership and Vision for Jewish Education**. The curriculum of this Institute will integrate the approaches and materials of our CIJE Goals Project. Both Dan Pekarsky and Isadore Twersky will be among its faculty members.

The Institute is scheduled for the week of March 17. Ellen Goldring and Gail Dorph are currently working with all faculty members in order to insure an integrated curriculum that is attentive to the particular contexts and needs of Jewish educational leaders. We will be able to accommodate between 60 and 70 participants in this year's seminar. The brochure for the March Institute is included in this mailing.

Summer Seminar in Israel for Professors of Education

Since our last steering committee meeting, planning for the summer seminar has begun in earnest. We have been working with our Israel partners in this venture, the Center for the Advanced Professional Education (CAPE) of the Mandel Institute to plan the educational program for this three week seminar. In February, CIJE staff, Seymour Fox and Shmuel Benalal of CAPE and a small group of our summer seminar participants will have a three way planning meeting. We have also arranged for Shmuel to meet with each of the participants in order to better accommodate both their personal and professional needs.

Our list of invited and interested participants includes professors of education on the faculties of: Harvard University, Michigan State University, University of Chicago, University of Washington, University of Wisconsin.

Brandeis University

On December 5, Alan Hoffmann and Barry Holtz, serving as CIJE consultants, attended the first meeting of a special task force called together by the President of Brandeis University, Dr. Jehuda Reinharz. The task force is chaired by President Reinharz and is made up of faculty and administrators from across the disciplines, as well as influential professionals from the Greater Boston Jewish Community. The mission of the task force is to initiate a major strategic planning effort by Brandeis to examine the way that the university can best respond to the current concerns of the North American Jewish community about continuity and Jewish education.

TO: TEI PARTICIPANTS

FROM: GAIL DORPH

RE: FOLLOW UP ASSIGNMENT FOR FEBRUARY

In our last seminar, we planned a joint study to help us learn more about what good teaching looks like in Jewish schools (we did not specify setting, although it would be helpful for our purposes if the teaching took place in either supplementary or early childhood settings) and how good Jewish educators learned to teach well. We agreed that each of us would select one teacher in our community whom we regard as outstanding and arrange to observe and interview this teacher once before the next TEI seminar in February. This will help us test ideas we have been discussing and experiencing and collect information to enlarge our collective understanding. Guidelines about how to carry out this study are provided below. They are the results of the work we did on the Wednesday and Thursday of our December seminar.

What Does Good Teaching and Learning Look Like In Our Contexts: A Mini-Study of Good Teaching and Learning

Purposes:

1. Enlarge our understanding of good teaching in religious school (supplementary or early childhood settings);
2. Consider how good teachers attend to students and subject matter;
3. Find out how good Jewish educators learned to teach;
4. Explore the power of observation and conversation as tools for learning about teaching and learning to teach;
5. Lay the groundwork for future case studies of good supplementary (early childhood) school teaching/teachers.

Guidelines

1. Choosing the Teacher

Since this is an investigation of Good Teaching, pick someone whom you know or who has the reputation for being a good teacher. Think about someone who you might like to talk to about his or her own teaching. For the purposes of this assignment, you need to watch the entire lesson so arrange to do this when you don't have competing roles to play. Keep in mind that you are not going to supervise or evaluate the teacher, but to observe, talk and learn from the teacher.

2. Explaining the Assignment to the Teacher

We felt that it would be important to preface the visit and interview with a statement describing the process that we are involved in. Such a statement might go something like this:

"I've been attending a seminar where we've been talking about good teaching in both secular and Jewish contexts. Everyone is supposed to observe and interview one teacher before our next session. I

thought of you as someone I'd like to see in action and talk to about teaching and learning to teach. I would love the opportunity to visit your class and then have a chance to talk with you about how you think about your teaching and how you got to be such a good teacher." Be sure to explain that you will be taking notes in order to help you remember what is going on and that these notes will serve as the basis for the conversation you will hold after the lesson.

3. The Observation

When you go to observe, be prepared to take notes. You can either keep a running record of what you see and hear or you can take notes, gathering information so that you can answer the questions below.

- A. How is time spent?
Make a note of when the lesson begins and when there is a change of activity so that you can describe what the teacher and students spend time on and how much time is spent in productive activity and how much is "down time."
- B. Teacher:
What is the teacher doing during the lesson? Describe the main actions.
- C. Student:
What are the students doing during the lesson?
- D. How would you characterize the interactions between teacher and students?
*what kinds of questions does the teacher ask?
*how does the teacher respond to students' contributions (right or wrong)?
- E. What are the main learning tasks or activities?
- F. How would you describe the content of the lesson?

Conversation/Interview

Below are questions for you to ask the teacher. You might want to audiotape the conversation so that you can concentrate on what the teacher is saying and not have to write everything down. Alternatively, you can take notes. Be sure to explain to the teacher why you are recording or writing. You might want to give the teacher a brief overview of the questions by saying something like this: "I want to ask you some questions about the lesson I just observed so that I can better understand what you were thinking and why you did certain things. I also want to talk about how you learned to teach." This should take about 45 minutes to an hour.

1. Purpose

Let's start with the lesson that I saw today. What did you want students to learn?

2. Curricular Context

How does this lesson fit into your larger curriculum?

Probes: Tell me about your goals for the year/course? What do you hope that students will be learning? Did you do anything today that builds on your overall goals?

3. Good Teaching

Often teachers say they feel a tension between their responsibility to the content and their responsibility to students. Do you ever feel that tension? Did you feel that today? Tell me about it.

4. Learning to Teach

Now I want to switch gears and ask you about how you learned to teach. What helped you become the teacher you are today?

5. Follow Up Questions:

Today I noticed that you did (fill in something the teacher did that showed expertise). This is not something I would expect to see a novice doing. How did you learn to do that?

6. Teacher Development

Can you think of something you wanted to learn as a teacher, something, something you wanted to be able to do as a teacher? How did you go about that? Why was that important to you?

Write up the Observation and Interview

As soon as you can after this observation and conversation, write up your notes or fill them in so that you can answer the descriptive questions listed above. Bring your notes and your write up to the February seminar. Also be sure to write up answers to the interview questions and bring those notes to the February seminar as well. We will work together on analyzing our data.

In order to better share the experiences we are having, we'd like to be able to distribute a brief overview of our work in advance.

1. Write up the following descriptive information about your study:
 - a. who was the teacher
 - b. how long has s/he been teaching
 - c. in what context is s/he currently teaching (that you observed)
 - d. what was the content of the lesson you saw
2. What questions did this exercise raise in your mind about good teaching and what it is and how you grow it?

Please send these two paragraphs to me (by fax or e-mail) by February 7. We will then duplicate and distribute them.



CIJE Steering Committee Telecon
January 22, 1996
AGENDA

1. Building the Profession (GZD's document)
2. Content and Program
 - JCCA Best Practices
 - Goals Consultation in Israel - Report
3. Community Mobilization
 - General Assembly
 - Wexner Heritage Foundation
 - Luncheon Seminar
 - Dissemination
4. Monitoring, Evaluation, and Feedback
 - Baseline Data
 - Manual

DP = SFA

4-5

Cleveland

Steve
Ginny
Chud

5-6

J. Golan
ELR

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

15 East 26th Street, 10th Floor
New York, NY 10010-1579
(212) 532-2360
Fax: (212) 532-2646

FAX TRANSMISSION COVER SHEET

Date: January 11, 1996

To: John Colman
Allan Finkelstein
Seymour Fox
Annette Hochstein
Stephen Hoffman
Virginia Levi
Dalia Pollack
Lester Pollack
Charles Ratner
Esther Leah Ritz
Richard Shatten
Jonathan Woocher

Fax:

Re: January 22, 1996

Sender: Alan D. Hoffmann

YOU SHOULD RECEIVE 2 PAGE(S), INCLUDING THIS COVER SHEET. IF
YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CALL (212) 532-2360.

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Council for Initiatives in Jewish Education (CIJE)

Steering Committee

oops!

☒ Yes, I plan to attend the CIJE Jewish Education luncheon seminar on Monday, January 22 from 10:00 a.m. - 4:00 p.m. at CIJE, 15 East 26th St., 10th Floor. *(assuming MLM approves.)*

☐ Sorry, I will not be able to attend.

AMERICAN JEWISH ARCHIVES

Ginny Levi
Name _____

e + c.
Street Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Please return this form by fax to (212) 532-2646

CIJE
15 East 26th Street
New York, NY 10010-1579

faxed
1/2

Council for Initiatives in Jewish Education (CIJE)

Steering Committee

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☐ Sorry, I will not be able to attend.

R. Shatten
Name

Street Address

City

State

Zip

Phone

Fax

Please return this form by fax to (212) 532-2646

CIJE
15 East 26th Street
New York, NY 10010-1579

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Jonathan Woocher

Fax: 201-378-5756

Re: January 22, 1996

Sender: Alan D. Hoffmann

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January 11, 1996

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Isadore Twersky

Bennett Yanowitz

Dear Steering Committee Members:

We have had a confluence of problems in connection with the scheduled January 22, 1996, Steering Committee meeting. For the first time in CIJE history, Esther Leah Ritz, Lester Pollack, and Morton L. Mandel cannot attend the meeting. As the main focus of the meeting was to be the JCCA Best Practices Report and JCCA Camps/Goals Report, as well as the Search Committee, we regretfully have to cancel.

Our next meeting is on Monday, March 6, 1996, in New York. I look forward to seeing you then.

Alan D. Hoffmann
Executive Director

Executive Director

Alan Hoffmann

John Colman ✓
4 Briar Lane
Glencoe, IL 60022

847-835-4994

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

414-291-0207

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Ellen Goldring
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Nessa Rapoport
Barry Holtz
Gail Dorph
Alan Hoffmann
Josie Mowlem

Chuck ✓
Charles Ratner ✓
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Seymour 40X 619-951 d
Annette Hochstein 619-951 d
Stephen Hoffman 216-861-1230 d
Richard Shatten = press Cleveland d
Jonathan Woocher 529-2000 d

(Comm. Hcu



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Maynard Wishner

January 12, 1996

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Isadore Twersky

Bennett Yanowitz

To: Steering Committee Members

From: Josie Mowlem

Correction!

Please note that the Steering Committee will meet in Cleveland on
Wednesday, March 6, 1996.

Executive Director

Alan Hoffmann

Esther Leah Ritz
414-291-0207



CIJE Council
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Feel better! Take care.
Josie

Executive Director
Alan Hoffmann

To: Chuck Ratner
FAX: 216-267-3925



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To: Steve Hoffman
216-861-1230



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January 12, 1996

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To: John Colman
708.835-4994



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To: Steering Committee Members

From: Josie Mowlem

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Wednesday, March 6, 1996.

all the best!
Josie

Executive Director
Alan Hoffmann



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From: Alan D. Hoffmann
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Re: Steering Committee Meeting of January 22, 1996

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1/22/96 Steering Committee

Alan



CIJE

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Maynard Wishner

DATE: December 21, 1995

TO: Members of the CIJE Steering Committee

Honorary Chair

Max Fisher

FROM: Morton L. Mandel, Chair

Board

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Daniel Bader

Mandell Berman

Charles Bronfman

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

David Hirschhorn

Gershon Kekst

Henry Koschitzky

Mark Lainer

Norman Lamm

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Melvin Merians

Lester Pollack

Charles Ratner

Esther Leah Ritz

William Schatten

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

SUBJECT: January 22 Steering Committee Meeting

This is a reminder that the next meeting of the CIJE Steering Committee will take place at the CIJE office (15 E. 26th Street, New York) on Monday, January 22, 1996. We will begin the meeting at 10:00 a.m. and conclude by 4:00 p.m. The primary focus of the meeting will be the CIJE - JCC Association report on Best Practices in Jewish Community Centers and our recent goals work with JCC Camps.

Please call Debra Perrin at (212) 532-2360 Ext. 425 with your attendance plans or you can fax your response to CIJE at (212) 532-2646. I look forward to seeing you then.

Executive Director

Alan Hoffmann

Council for Initiatives in Jewish Education (CIJE)

Steering Committee

- ☐ Yes, I plan to attend the CIJE Jewish Education luncheon seminar on Monday, January 22 from 10:00 a.m. - 4:00 p.m. at CIJE, 15 East 26th St., 10th Floor.
- ☐ Sorry, I will not be able to attend.

Name

Street Address

City

State

Zip

Phone

Fax

Please return this form by fax to (212) 532-2646

CIJE
15 East 26th Street
New York, NY 10010-1579

Chair
Morton Mandel

Vice Chairs
Billie Gold
Ann Kaufman
Matthew Maryles
Maynard Wishner

Honorary Chair
Max Fisher

Board
David Arnov
Daniel Bader
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Maurice Corson
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Jay Davis
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David Hirschhorn
Gershon Kekst
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Norman Lamm
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Norman Lipoff
Seymour Martin Lipset
Florence Melton
Melvin Merians
Lester Pollack
Charles Ratner
Esther Leah Ritz
William Schatten
Richard Scheuer
Ismar Schorsch
David Teutsch
Isadore Twersky
Bennett Yanowitz

Executive Director
Alan Hoffmann

MEMORANDUM

To: Members of the CIJE Steering Committee
 From: Josie Mowlem
 Date: February 21, 1996
 Re: Materials for the March 6th Steering Committee Meeting

We look forward to seeing you on Wednesday, March 6th at 9:30 a.m. at the Jewish Community Federation of Cleveland (1750 Euclid Avenue, 2nd floor; phone # 216-566-9200).

You have already received background materials for some of the items on our agenda including:

1. Minutes
2. Document describing the "Origins, Character and Impact of the JCC Camping Retreat"
3. Best Practice in Jewish Education: Jewish Community Centers

Please call me at 212-532-2360, ext. 465, if you need an additional copy of any of the above items.

ASSIGNMENTS

13890 ASN (REV. 7/84) PRINTED IN U.S.A.

Function: CIJE STEERING COMMITTEE

Subject/Objective: ASSIGNMENTS

Originator: JM Virginia F. Levi

Date: 11-1-95

3/6/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE
1.	Invite Allan Einkels tein and Steve Cohen to January Steering Committee Meeting.		BWH	11/1/95	12/15/95
2.	Complete draft paper on Best Practices in JCCs.		BWH	6/8/95	1/22/96
3.	Draft plan for dissemination of Best Practices in JCC's report.	178	BW/1/NR	11/1/95	1/22/96
4.	Distribute list of participants and affiliations of Goals Project Baltimore seminar to Steering Committee		GZD	11/1/95	1/22/96
5.	Develop a Communications/Publications program: internal; with our Board and advisors; with the broader community.		NR	9/21/93	3/6/96
6.	Redraft Total Vision for review by Steering Committee.		BWH	4/20/94	TBD
7.	Prepare recommendations for dissemination of the study of educational leaders for review by the Steering Committee, after the policy brief is drafted.		AG/NR	6/8/95	TBD
8.	Prepare recommendations for appointment of committee co-chairs.		ADH	4/26/95	TBD
9.	Prepare plan for increasing board size.		ADH	4/26/95	TBD

D.J.

Invoice # 10

Date: 3/8/96

Address: CIJE

*Josie -
Please approve
for payment. CK
3/18/96*

<u>Description</u>	<u>Amount</u>
CIJE Steering Committee-luncheon meeting at JCF, 3/6/96 16 lunches x \$5.00=	\$ 80.00
Total:	\$ 80.00

Please make check(s) payable to:

"The Jewish Community Federation of Cleveland"

g/fiscal/admin

*M. J. [Signature]
3/20/96*



Chair

Morton Mandel

Vice Chairs

Billie Gold

Ann Kaufman

Matthew Maryles

Maynard Wishner

DATE: February 2, 1996

Honorary Chair

Max Fisher

TO: Members of the CIJE Steering Committee

Board

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

John Colman

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Charles Goodman

Alfred Gottschalk

Neil Greenbaum

David Hirschhorn

Gershon Kekst

Henry Koschitzky

Mark Lainer

Norman Lamm

Marvin Lender

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Lester Pollack

Charles Ratner

Esther Leah Ritz

William Schatten

Richard Scheuer

Ismar Schorsch

David Teutsch

Isadore Twersky

Bennett Yanowitz

FROM: Josie Mowlem

SUBJECT: March 6 Steering Committee Meeting

This is a reminder that the next meeting of the CIJE Steering Committee will take place at the Jewish Community Federation of Cleveland (1750 Euclid Avenue, 2nd Floor; phone # 216-566-9200) on Wednesday, March 6, 1996. We will begin the meeting at 9:30 a.m. and conclude by 3:30 p.m. The Search Committee will meet directly after the Steering Committee and will conclude by 5:00 p.m.

Please call Debra Perrin at (212) 532-2360 Ext. 425 with your attendance plans or you can fax your response to CIJE at (212) 532-2646. I look forward to seeing you on March 6th.

Executive Director

Alan Hoffmann

Council for Initiatives in Jewish Education (CIJE)

Steering Committee

- ☐ Yes, I plan to attend the CIJE Steering Committee on Wednesday, March 6 from 9:30 a.m. - 3:30 p.m.- at the Jewish Community Federation of Cleveland.
- ☐ Sorry, I will not be able to attend.

Name

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City

State

Zip

Phone

Fax

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New York, NY 10010-1579