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Steering committee. 1 May 1996. Meeting book, May 1996.

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S.C. Metz

JUN 26, '96

Complete

Fact book

w/ handouts

OK

6/27/96

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Date Prepared: 6/19/96

-----1995-----//-----1996-----

ELEMENT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1. Steering Committee 10:00 AM - 4:00 PM	N.Y. 11/1		Cancel		CLEVE. 3/6		N.Y. 5/1	CLEVE. 6/26		N.Y. 8/15		N.Y. 10/16		N.Y. 12/5
2. Executive Committee 6:00 - 7:30 PM	N.Y. 11/1						N.Y. 5/1-2					N.Y. 10/16		
3. Board of Directors 7:45-10:00 PM; 9:30 AM-3:30 PM	N.Y. 11/1-2						N.Y. 5/1-2					N.Y. 10/16-17		
4. Sub-Committees:														
A. Building the Profession	N.Y. 11/2						N.Y. 5/2					N.Y. 10/17		
B. Community Mobilization	N.Y. 11/2						N.Y. 5/2					N.Y. 10/17		
C. Content & Program	N.Y. 11/2						N.Y. 5/2					N.Y. 10/17		
D. Research & Evaluation	N.Y. 11/2						N.Y. 5/2					N.Y. 10/17		

MINUTES: CIJE STEERING COMMITTEE
DATE OF MEETING: MARCH 6, 1996
DATE MINUTES ISSUED: APRIL 22, 1996
PARTICIPANTS: Morton L. Mandel (Chair), Gail Dorph, Adam Gamoran, Ellen Goldring, Stephen Hoffman, Alan Hoffmann, Barry Holtz, Virginia Levi, Josie Mowlem (sec'y), Daniel Pekarsky, Lester Pollack, Nessa Rappoport, Charles Ratner, Esther Leah Ritz, Richard Shatten, Jonathan Woocher,.)
COPY TO: John Colman, Seymour Fox, Lee Hendler, Annette Hochstein, William Robinson, Henry Zucker
SPECIAL GUESTS: Ann Kaufman, President JCCA; Philip Margolius, Chairman, JCCA Committee on Jewish Continuity; Allan Finkelstein, Executive Vice President, JCCA; Sheila Allenick, Controller, CIJE

I. Master Schedule Control

The master schedule control was reviewed. The August 15th meeting will be held in New York.

II. Minutes and Assignments

The minutes and assignments of November 1 were reviewed.

III. CIJE Update

Alan Hoffmann introduced this discussion, noting that this meeting would focus primarily on CIJE's work with the Center movement, and on the strategic vision for CIJE. He summarized other work of CIJE as follows:

- A. Alan and Barry Holtz are meeting with the Brandeis Task Force on their internal faculty strategic planning process to identify an expanded role for Brandeis in Jewish education. The process will move forward with the creation of faculty task groups.
- B. Dr. David Hartman will be the speaker at our May 1st Board Seminar. His presentation, "The Road to Sinai in Our Time," will be turned into a written document as part of CIJE's series. The Jonathan Sarna article, of which 4000 were printed, is now out of print, and is being re-printed.

- C. Dr. Devorah Steinmetz, who has a grant from the Jack Nash Foundation to train teachers for day school education, has approached CIJE to work with her to design the teacher education component of this program. We will report to the Steering Committee again when the plans are more concrete.
- D. Capacity Building
Plans for the Summer Institute for Professors of Education are well advanced. Professors Deborah Ball and Sharon Feiman-Nemser continue to be centrally involved in CIJE's work. They have been on sabbatical in 1995/96 and are about to go back to teaching full-time, but want to continue to be involved in CIJE's work. We are working with them to buy time from MSU to facilitate their continued involvement. This is a major development in our work.
- E. Professor Michael Rosenak was the speaker at a series of meetings which focused on Goals in Jewish institutions. He met with the CIJE staff, the Atlanta community and with lay leaders and professionals from around the country at the CIJE offices.
- F. The work on the Machon L'Morim project for early childhood educators in Baltimore is progressing.
- G. Ellen Goldring has been instrumental in the Peabody Journal of Education focussing its next issue on "Leadership in Jewish Education".
- H. Building the Profession
Gail Dorph reported on:
1. Harvard Principals' Institute, at which 50 educational leaders will come together for four days. The program will incorporate the CIJE-Mandel Institute work on creating vision-guided institutions. Sessions will focus on strategic planning, staff development, working with boards. Members of the CIJE staff and of the Harvard Graduate School of Education as well as other professors who participate in the seminars offered by Harvard's Programs in Professional Education will make up the faculty. The CIJE staff for this seminar includes Gail Dorph, Ellen Goldring, Barry Holtz and Dan Pekarsky. In addition, Daniel Marom of the Mandel Institute will join them. Ray Levi, who has launched a goals process at the Agnon School in Cleveland, will share the story of this project as a way of helping participants understand the role of the principal in a school's journey toward a coherent, substantive Jewish vision.
 2. TEI- The Third Teacher Educator Institute (TEI) took place on February 19-21 in Cleveland. Currently, the second cohort is being recruited, targeting four distinct audiences: the national movements (Reform, Reconstructionist and Conservative);

communities with whom we have already engaged; five additional communities (Detroit, Kansas City, Los Angeles, Philadelphia, Seattle); participants in the Florence Melton Adult Mini-School program's course of study for Jewish Educators. The coordinators of these pilot sites are a target audience for Cohort II. Adam Gamoran noted that we are implementing an evaluation of TEI, but it will be some time before we get results.

I. Study of Educators Manual

Alan Hoffmann reported that this manual had been sent out to members of the Steering Committee and shared John Colman's written comments.

J. Goals Project

Daniel Pekarsky reported that in January, CIJE and the Mandel Institute held a staff consultation on goals at the Mandel Institute in Jerusalem. He noted 3 recent activities: 1) efforts to "seed the culture" of Jewish education by nurturing an appreciation for the need to wrestle with the big questions concerning the goals of Jewish education; 2) building capacity by emphasizing pilot projects and developing a library of resources and identifying human resources; 3) integrating goals considerations into the current activities of CIJE.

The January consultation was designed to deepen our understanding of what is involved in facilitating our reform efforts based on an articulation of vision and goals. The Agnon School pilot project which Daniel Marom is working on in Cleveland should result in a publishable piece on what the goals project means in practice. In addition, there are three other to-be-published materials in the works: a case study that documents the efforts of an institution to become more vision-informed; an in-depth description of a vision-guided institution; a piece on the theory of the project which highlights why educators and leaders should pay careful attention to questions of vision and goals.

In order to continue the work, the project needs additional staff capacity. Therefore, a cadre of people to participate in a Goals Seminar in Israel this summer (and a follow-up next December) has been developed. The participants will complete assignments designed both to further their own learning and to contribute to the Goals Project's resources.

IV. CIJE and the JCC Association

Barry Holtz introduced the discussion on the CIJE and JCC Association, noting that the

third volume in the Best Practices series, *Best Practices in JCCs*, is about to be published. CIJE and the Association undertook this study of Best Practices together. The research was done last year and the volume will be available for the May 1996 Biennial of the JCCA. CIJE and the JCCA are discussing the distribution. The manual, by Holtz and Steven M. Cohen, was written from the point of view of two people who had not grown up in the JCC world, outsiders who came from the world of formal education. However, he said that they had a "conversionary experience" which impacted on the writing of the report. Six JCCs were identified based on geographic location and center size. Each author studied three sites. A great deal of written material from the centers was received and reviewed. Intensive interviews with both lay leaders and staff members were undertaken.

They learned that JCCs are serious about Jewish education; Jewish educators at centers are among the most impressive professionals; there is deep commitment to the on-going work that needs to be done; center executives are positive and optimistic, and have ideas for future growth and development in this area; yet the relationship of the center to other educational institutions in the local community (the Federation, synagogues, schools) is not yet working well.

Allan Finkelstein reported that the center leadership is proud of the achievement of JCCs in the area of Jewish education, and that this study independently reinforces the work of the COMJEE process. The report should help the Association and JCCs to be taken seriously in the larger Jewish educational world where the activities of the Association and centers in Jewish education are a well-kept secret. The Center is the only place in the community where certain activities can take place, but there is not enough communication about what happens at JCCs. CIJE's credibility can help JCCA to tell its story. He noted that the lay leaders who helped to shape the revolution in education were all present at this meeting. He said that a number of recently ordained rabbis from JTS are interested in positions in JCCs.

It was noted that typically the Jewish communal leadership does not view the JCC as a Jewish educational setting. It was also pointed out that the document is a useful one to move centers ahead in their thinking, particularly in the area of training education professionals for JCCs. It is important to identify the unique qualities and dimensions needed for a Jewish educator in the JCC setting. The fact that there has been a degree of educational transformation in Centers is something which CIJE should build upon, reinforcing the notion that educational change is possible.

V. JCCs and Camping

Daniel Pekarsky reported on the JCC camping retreat which took place in November

1995. Staff teams, including the JCC executive, the camp director and the Jewish educator, met in Washington in November. The communities represented were Atlanta, Milwaukee, St. Louis and Pittsburgh and the New Jersey Y camps. It was concluded that the Jewish content in JCC camp programs is very substantial but not systematic, and the staffs are committed to Jewish education. There are several options for follow-up including: a second retreat for this group; a seminar dealing with goals that would include lay leaders; a similar seminar aimed at a new group of camps.

It was noted that the exchange of information was valuable and constructive. CIJE and JCCA are moving toward closer cooperation.

VI. Strategic Vision for CIJE

Alan Hoffmann noted that CIJE's activities in 1996 must relate to where we want to be in 2000. Yet CIJE faces an important issue: how to build and consolidate its direction and attention without becoming an ongoing service provider and retaining its strategic planning and initiating role. CIJE's staff may expand in the coming 5 years but the organization needs to retain a small, very highly qualified group of professionals who can develop and test new approaches and then "spin" them into new full-blown institutions. He reviewed the current program design by domain.

In 1996, Building the Profession will focus on the following: TEI, Principals Institute, Education Professors, Lead Communities, Brandeis and TTT (Teachers Teaching Teachers). Community Mobilization includes work with the Board, publications and dissemination. Content and Program work includes Best Practices, Goals and the preparation of Video Tapes for TEI. Monitoring, Evaluation and Feedback will undertake a 5 year review of the work of CIJE, TEI evaluation, the Evaluation Institute and papers and reports. Goals and vision permeate all of CIJE's work.

By contrast, it is envisioned that by 2000, CIJE will be working in the same four domains but through the newly created National Center for Jewish Educational Leadership which will now include regular Principals Institutes, and TEI and its future cohorts, Early Childhood Principals and Senior/Senior leadership. The Goals Project will have spun off into the Harvard Center for Goals and the Educated Jew Project. Community Mobilization will have spun out the National Biennial Convocation for Jewish Educational Leadership and the American Jewish Future; MEF will be working through the National Center for Jewish Educational Evaluation and the National Center for Early Childhood will have been created. The Goals Project, the Educated Jew project and the Coalition of Essential Communities will function across all domains.

These additional points were made in the discussion: we need to develop a 5 year plan for community mobilization now; building coalitions is critical to this model of CIJE;

effective communication of CIJE's goals and directions is vital. One caveat was noted- that we should beware of creating new national agencies, but rather we should watch for ways to forge links with current agencies. In discussion, it was noted that this sort of planning is essentially on target and gives a sense of direction. The critical issue is how to achieve these goals. Any entity which is created needs to be self-perpetuating and constructed as part of a network. It was noted that there is an absence of people to fill the jobs and that consensus building takes time.



ASSIGNMENTS

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Function:	CIJE STEERING COMMITTEE
Subject/Objective:	ASSIGNMENTS
Originator:	Josie Mowlem
Date:	5/1/96

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE
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1.	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
2.	Develop plan with Dr. Devorah Steinmetz to design educational component of training day school teachers.		GZD	3/6/96	TBD
3.	Obtain information on hard-cover binding of "Best Practices in JCCs."		NR	5/1/96	6/26/96
4.	Prepare plan for major initiative in Early Childhood.		ADH	5/1/96	6/26/96

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Publications: 1996-7

Best Practices: Jewish Education in JCCs: Steven M. Cohen and Barry Holtz

Publication: May 1996

Best Practices: Early Childhood Jewish Education and Best Practices: Supplementary School Education: The two previous volumes of the Best Practices series are being redesigned in the new series format.

Publication: Fall 1996

The Place of Vision in Jewish Educational Reform: Daniel Pekarsky

Designed for community leaders and professional educators interested in CIJE's Goals work, this essay is in final draft and will be ready by June 1996.

Circulation: Summer 1996

Publication: Fall 1996

Teachers in Jewish Schools: A Study of Three Communities: Adam Gamoran, Ellen Goldring, Bill Robinson, Julie Tammivaara, Roberta Goodman

This comprehensive MEF report on the teachers of our three Lead Communities summarizes the findings of the *CIJE Educators Study* on teachers in day, supplementary and pre-schools. The audience for the paper includes researchers and teacher educators, as well as communal professionals with a particular interest in Jewish education.

Circulation: Fall 1996

In Quest of a Future: The Jewish Seeker on the North American Landscape: Arthur Green

This second paper in the CIJE Essay Series, based on the Board Seminar lecture of Fall 1995, will be submitted to CIJE on May 15.

Publication: Fall 1996

TEI: Toward a New Model of Professional Development for Jewish Educators: Amy Katz

This paper, written by a participant of TEI who will also be involved in administering the second cohort, opens up the intensive experience of TEI for those interested in understanding issues of teaching and learning for Jewish educators--and for those interested in supporting opportunities for supplementary school educators to expand their knowledge and change their classroom practice.

Publication: Fall 1996

The Harvard-CIJE Principals' Institute: Leadership and Vision for Jewish Education: Kathy Green

Kathy Green, a journalist and experienced Jewish educator, attended the Harvard Institute in March and will be writing an overview that addresses the professional development of educational leaders in Jewish schools. The essay will be submitted to CIJE in the second week of May.

Publication: Late Fall 1996

Guided by Vision: Camp Ramah and the Dream of Jewish Transformation: Seymour Fox

A Goals Project essay, this in-depth description of a specific institution and its educational lessons will be useful for community leaders and professional educators seeking to transform existing educational institutions or create new ones.

Publication: 1997

CIJE Comprehensive Report

Work has begun on a comprehensive publication describing CIJE's philosophy and model projects.

Publication: Early 1997

In Preparation

In the coming months, CIJE will begin to prepare policy briefs on in-service training for Jewish educators, as part of the TEI Nathan Cummings grant; and on early childhood education.

The MEF team will be preparing several research papers based on the CIJE Study of Educators: on educational leaders; teachers' in-service training; and levers for educational change.

Daniel Marom, of the Mandel Institute, will be preparing a case study on his Goals work with the Agnon School in Cleveland.

Current

CIJE Policy Brief: The Background and Training of Teachers in Jewish Schools

A Great Awakening: The Transformation that Shaped Twentieth Century American Judaism and its Implications for Today: Jonathan D. Sarna

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Council for Initiatives in Jewish Education
Building Capacity: Professors of Education Group

Deborah Ball
 Associate Professor of Education
 College of Education
 Michigan State University

Deborah Kerdeman
 Assistant Professor of Philosophy of Education,
 Leadership and Policy Studies
 University of Washington

Daniel Chazan
 Assistant Professor of Education
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* **Barbara Neufeld**
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* **William Firestone**
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* **Ellen Goldring**
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 Vanderbilt University

* **Susan Stodolsky**
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 Secondary Membership, Special Education
 University of Washington

Samuel Wineburg
 Associate Professor of Educational Psychology
 University of Washington

* **Francine Jacobs**
 Associate Professor of Child Study and Urban
 and Environmental Policy
 Tufts University

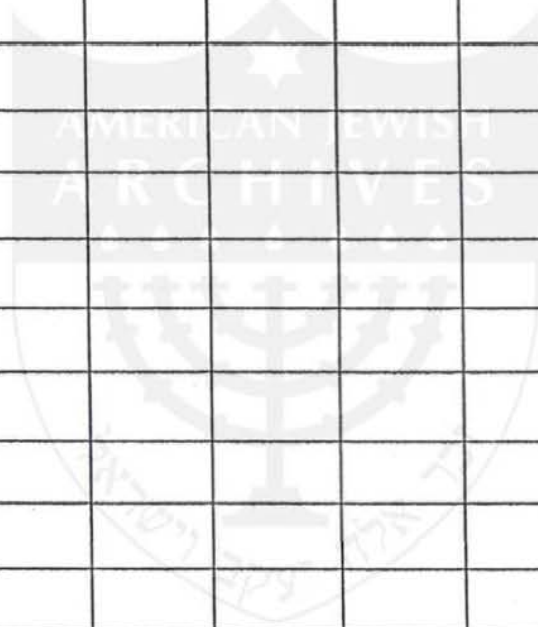
* **Kenneth Zeichner**
 Hoefs-Bascom Professor of Teacher Education
 University of Wisconsin, Madison

* Attendees at CIJE-CAPE Israel Summer
 Seminar for Professors of Education



Calendar of Events - Council for Initiatives in Jewish Education

ELEMENT														
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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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4/26/96

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As of 4-11-95

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

AGENDA

Wednesday, June 26, 1996, 9:30 AM - 3:30 PM
Cleveland

	<u>Tab</u>	<u>Assignment</u>
1. Master Schedule Control	1	MLM
11. Minutes	2	JM
III. Assignments	3	JM
IV. Board Redesign: By-Laws	6A	MLM
V. Next Generation: Early Childhood		
a. Why now as a strategic initiative?		ADH ✓
b. What do we know?		AG/BWH/GZD ✓
c. What is missing?		GZD
d. How should we begin?		GZD
VI. CIJE Update		ADH
a. Summer Institute for Professors		BWH
b. Building the Profession		GZD
c. Community Mobilization: Milwaukee Project		NR
VII. Goals Project	6B	DNP
VIII. Financial Audit: Report		SFA

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

AGENDA

**Wednesday, May 1, 1996, 10:00 AM - 4:00 PM
New York**

OLD

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	MLM
II. Minutes	2	JM
III. Assignments	3	JM
IV. Review of Board Seminar and Meeting		MLM
V. Implementing CIJE's Strategic Vision: Towards the National Center for Jewish Educational Leadership		ADH
VI. Board Redesign - Lay Leadership		MLM
VII. CIJE Update		ADH
A. Building the Profession		GZD
B. Publications	6a	NR
C. Summer Institute for Professors of Education	6b	BWH
D. Brandeis Planning Process		BWH