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**MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.**

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

Subseries 1: Meetings, 1990–1998.

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Box  
26

Folder  
10

Steering committee. 26 June 1996. Planning notes and  
correspondence, May 1996-June 1996.

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

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*Chair*

Morton Mandel

*Vice Chairs*

Billie Gold

Ann Kaufman

Matthew Maryles

Maynard Wishner

*Honorary Chair*

Max Fisher

*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

DATE: May 29, 1996

TO: Members of the CIJE Steering Committee

FROM: Josie Mowlem

SUBJECT: **June 26 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, June 26, 1996.** We will begin the meeting at **9:30 a.m.** and conclude by **3:30 p.m.**

Please call me at (212) 532-2360 Ext. 465 with your attendance plans or you can fax your response to CIJE at (212) 532-2646. I look forward to seeing you on June 26th.

*Executive Director*

Alan Hoffmann

*Chair*  
Morton Mandel

*Vice Chairs*  
Billie Gold  
Ann Kaufman  
Matthew Maryles  
Maynard Wishner

*Honorary Chair*  
Max Fisher

*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

*Executive Director*  
Alan Hoffmann

## MEMORANDUM

**To:** CIJE Steering Committee Members  
**From:** Alan D. Hoffmann  
**Date:** June 17, 1996  
**Re:** Steering Committee Meeting of June 26, 1996

This is to confirm that the next meeting of the CIJE Steering Committee is scheduled to take place from **9:30 am to 3:30 pm on Wednesday, June 26 at the Jewish Community Federation of Cleveland (1750 Euclid Avenue, 2nd Floor, phone #216-566-9200).**

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

1. Draft of CIJE Bylaws
2. Policy Brief
3. Best Practices Volume on Early Childhood

Our agenda will include a discussion of the bylaws intended to continue our conversation about CIJE's Board structure, as well as a new initiative in early childhood.

I look forward to seeing you.

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

## BY-LAWS

### ARTICLE I

#### NAME

The corporate name of the organization is Council For Initiatives in Jewish Education (CIJE)

### ARTICLE II

#### OBJECTIVES

CIJE was established to implement systemic reform in Jewish education in North America. These are the core of CIJE's agenda:

- a) building the profession of Jewish education
- b) mobilizing community support on behalf of educational reform
- c) documenting successful examples of Jewish education in North America
- d) ~~building~~ institutions with comprehensive Jewish vision
- e) creating a framework for educational research to monitor and evaluate not only local and continental progress, but also to measure its own mission.

### ARTICLE III

#### GOVERNMENT

##### Section 1

CIJE shall be governed by the Board of ~~Trustees~~ <sup>Directors</sup> and the Steering Committee subject to the provisions of these By-Laws.

##### Section 2



*Directors*  
The Board of ~~Trustees~~ shall manage and control CIJE in its activities and in its property; may create and establish or abolish within the organization departments, services, standing committees and special committees and make rules for the ~~government~~ *aff* of CIJE; may ammend these By-Laws in accordance with **Article X** and shall fill the vacancies as may occur, ~~within~~ *itself* (Section 5).

### **Section 3. Number of Trustees**

The number of Trustees shall be at least one and not more than two hundred. Initially, the Board of Trustees shall consist of the persons named as such in the Articles of Incorporation of the Corporation. The Trustees shall be drawn from a broad base of leaders and individuals committed to the promotion and furtherance of Jewish education, representative of various Jewish movements, community organizations and educational institutions.

### **Section 4. Term of Office/Election of Trustees.**

Each Trustee shall hold office for a term of two [2] years and until his successor is duly elected and qualified, or until his earlier resignation, removal from office or death. Trustees qualified to serve under the criteria set forth in Section 3 of this Article shall be elected at each Annual Meeting of the Trustees, or if such meeting is not held or Trustees are not elected thereat, at a special meeting of Trustees called for that purpose. No Trustee may serve for more than three [3] consecutive terms.

### **Section 5. Resignation or Removal.**

Any Trustee may resign at any time by notice in writinnng to the Board of Trustees. Any Trustee may be removed from office without cause at a meeting of the Trustees by a vote of two-thirds (2/3) of the Trustees then serving.

### **Section 6. Vacancies.**

The office of any Trustee shall become vacant upon his death, failure to

qualify or resignation as Trustee. Any Trustee's office shall likewise become vacant if he shall be declared of unsound mind or otherwise incompetent by order of a court having jurisdiction. Any vacancy or vacancies among the Trustees, however caused, may be filled for the unexpired term by the vote at a meeting of the Trustees of a majority of the remaining Trustees.

#### **Section 7. Committees.**

The Board of Trustees may, from time to time, create committees to assist in carrying out CIJE's purposes and may authorize the Chairman to select the members to serve on any such committees; however, any such committee to which any authority of the Board of Trustees is delegated shall consist of at least three Trustees. Each such committee shall serve at the pleasure of the Board of Trustees, shall act only in the intervals between meetings of the Board of Trustees, and shall be subject to the control and direction of the Board of Trustees; provided no third party shall be adversely affected by relying upon any act of any such committee within the authority delegated to it. Each committee shall act by not less than a majority of the whole authorized number of its members.

#### **Section 8. Nominations and Elections.**

At least ninety [90] days before the annual meeting, the chairman, subject to approval to the Board of Trustees, shall appoint a Nominating Committee of at least five [5] but no more than seven [7] members of the Board of Trustees.

A list of the nominees, so nominated by the Nominating Committee, shall be mailed to members at least thirty [30] days prior to the annual meeting. Elections of Trustees and Officers shall be held at the annual meeting.

#### **Section 9. Steering Committee.**

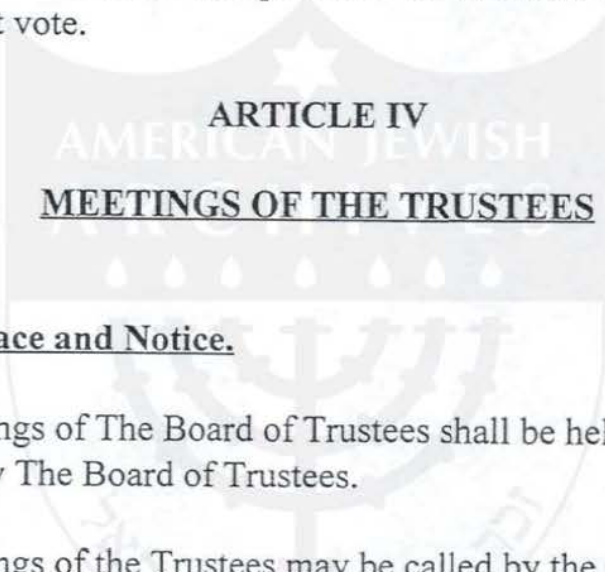
The Steering Committee shall in the intervals between meetings of the Board of Trustees, exercise all and each of the powers of the Board of Trustees as permitted by law. Reference in the By-Laws in some places to



certain powers may be exercised by the Board of Trustees or the Steering Committee and in other places to certain powers which may be exercised by the Board of Trustees without mentioning the Steering Committee, shall, nevertheless, not be deemed any limitation whatsoever on the power of the Steering Committee to exercise all powers of the Board of Trustees.

#### **Section 10. Honorary Trustees.**

The Board of Trustees may have such number of honorary members, as may from time to time, be nominated by the Nominating Committee and elected in accordance with established procedures. The honorary members shall serve, without vote.



### **ARTICLE IV**

#### **MEETINGS OF THE TRUSTEES**

#### **Section 1. Time, Place and Notice.**

Annual meetings of The Board of Trustees shall be held at such a time as determined by The Board of Trustees.

Special meetings of the Trustees may be called by the Chairman, the President, a Vice President or by one-third (1/3) of the Trustees then serving. Notice of the time and place of all meetings shall be served upon or telephoned to each Trustee, or mailed or telecommunicated (e.g., by telex, telegraph or facsimile equipment) to each Trustee at his address as it appears on the records of the corporation, at least 48 hours prior to the time of such meeting. No notice of the time or place of any meeting of Trustees shall be required to be given if waived by every Trustee entitled to receive notice by (a) his written waiver filed with or entered upon the records of such meeting either before or after the meeting, or (b) his attendance at such meeting without protesting, prior to or at the commencement of the meeting, the lack of proper notice.

#### **Section 2. Quorum and Voting.**

One quarter (1/4) of the Trustees then qualified and acting as such shall constitute a quorum at any meeting of the Trustees, but if at any meeting of the Trustees there shall be present less than a quorum, a majority of those present may adjourn the meeting, from time to time, without notice other than announcement at such a meeting, until a quorum shall attend. If the quorum at the meeting of the Trustees constitutes less than fifty percent (50%) of the Trustees then qualified and acting as such, the act of two-thirds (2/3) of the Trustees present at such meeting shall be required for any action of the Trustees taken at such meeting. In all other cases, the act of a majority of the Trustees present at any meeting and constituting a quorum shall be the act of the Trustees.

### **Section 3. Action Without a Meeting.**

Any action which may be authorized or taken at a meeting of Trustees may be authorized or taken without a meeting with the affirmative vote or approval of, and in a writing or writings signed by, all of the Trustees who would be entitled to notice of a meeting for such purpose, which writing or writings shall be filed with or entered upon the records of the Corporation.

### **Section 4. Meetings Held Through Communications Equipment.**

Meetings of the Trustees may be held by means of any communications equipment, provided all persons participating can hear each other. Participation in such a meeting shall constitute presence at such meeting.

## **ARTICLE V**

### **OFFICERS**

#### **Section 1. Titles and Elections.**

The Corporation may have a Chairman of the Board and may have a Secretary and a Treasurer. The Corporation may also have one or more Vice Presidents and such other officers (including assistant officers) as the



Trustees may deem necessary. Any two or more offices may be held by the same person.

All officers and assistant officers shall be elected by the Trustees at the regular annual meeting of Trustees or at any meeting called for such purpose, and shall, unless otherwise provided by the Trustees, hold office until their respective successors shall have been elected.

Any officer may be removed at any time, with or without cause, by the Trustees at a meeting of the Trustees called for such purpose.

### **Section 2. Authority.**

The officers shall have such authority and shall perform such duties as are customarily incident to their respective offices, or as may be specified from time to time by the Trustees regardless of whether such authority and duties are customarily incident to such office.

## **ARTICLE VI**

### **STEERING COMMITTEE**

The Chairman shall nominate and the Board of Trustees shall appoint a Steering Committee consisting of not less than twenty [20] and not more than twenty-five [25] persons, including the Vice-Chairman and Treasurer, from among the members of the Board of Trustees who shall serve for two [2] years or until their successors are chosen, unless their term of office shall earlier expire or become terminated. The Steering Committee shall be convened as deemed necessary by the Chairman who shall serve as Chairperson of the Steering Committee.

## **ARTICLE VII**

### **OFFICERS**

### Section 1.

The Nominating Committee shall nominate a Chairman, no more than five [5] Vice Chairs, a Treasurer, a Secretary, a minimum of one [1] and a maximum of three [3] Associate Treasurers, and a minimum of one [1] and a maximum of three [3] Associate Secretaries, who shall perform the duties customary to their respective offices and such other duties as from time to time, may be designated under these By-Laws or by the Board of Trustees. The Board of Trustees may create and fill positions for additional officers. Any such additional positions heretofore created by the Board of Trustees shall remain in existence until otherwise provided by the Board of Trustees.

### Section 2.

The officers of CIJE shall hold office for a term of two [2] years or until their respective successors are elected and qualified. Vacancies in any of these offices may be filled at any time for the unexpired term by the Board of Trustees or the Steering Committee at any of its regular meetings or at a special meeting called for that purpose.

### Section 3.

The Chairman shall serve for not more than two [2] consecutive full terms of two [2] years, excepting any period in which an unexpired term arising from a vacancy is being filled. Other officers shall serve for not more than three [3] consecutive terms of two [2] years each, excepting any period in which an unexpired term arising from a vacancy is being filled. This limitation, however, shall not apply to honorary officers.

### Section 4.

There shall be an Executive Director who shall be appointed by the Board of Trustees. Subject to the policies established by the Board, the Executive Director shall serve as the chief professional officer of CIJE under the general supervision of the Chairman and the Board of Trustees.



## ARTICLE VIII

### MEETINGS

#### Section 1.

The Board of Trustees shall hold at least two [2] stated meetings in each year, and, in addition, shall meet at such times and places as the Chairman may determine and at least one week's notice by mail of such meetings shall be given to each member.

#### Section 2.

The Steering Committee shall meet at such times and places as the Chairman shall direct. Notice of the times and places as the Chairman shall direct. Notice of the time and place of each meeting shall be sent to each member of the Steering Committee in writing.

## ARTICLE IX

### QUORUMS

#### Section 1.

Not less than one-third [ $\frac{1}{3}$ ] of the entire number of members of the Board of Trustees shall be sufficient to constitute a quorum.

#### Section 2.

Not less than one-third [ $\frac{1}{3}$ ] of the entire number of members of the Steering Committee shall be sufficient to constitute a quorum.

## ARTICLE X

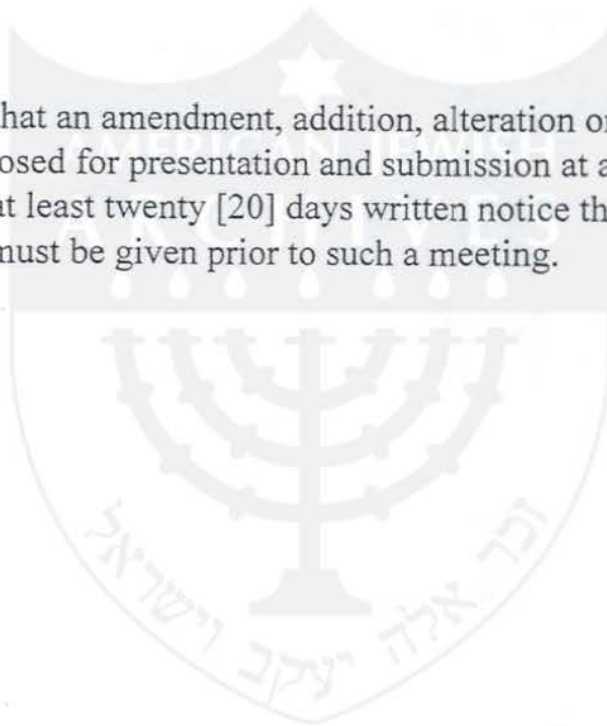
### AMENDMENTS

#### Section 1.

These By-Laws may be amended, added to, altered or repealed by the Board of Trustees by the vote of at least two-thirds [ $\frac{2}{3}$ ] of the Trustees present at the time of the voting, if a quorum is present at such time.

#### Section 2.

In the event that an amendment, addition, alteration or repeal of the By-Laws is proposed for presentation and submission at a meeting of the Board of Trustees, at least twenty [20] days written notice thereof of the proposed amendment must be given prior to such a meeting.





June 5, 1996

**Re: Steering Committee Meeting/Early Childhood**

To: Gail; Alan  
CC: Josie; Barry

Hi, Gail and Alan. I've attached, at her request, Josie's notes of your conversation about an early childhood design for the Steering Committee.

In an earlier staff meeting, I was assigned the job of thinking through "what it would take to make the case at the Steering Committee for early childhood." Gail, when I raised this with Alan today, he said he thought you had already outlined this issue--which it seems from the attached that you have.

I want to contribute my notes from the above assignment:

1. If this is a "synthetic" issue we're taking on because it cuts through all CIJE domains, we need to articulate why it is significant in "mobilizing community" as well. As the attached notes stand, I'm not sure anyone will be saying: "This is a great gateway opportunity. This is a way to bring in parents of young children, when they're still 'romantic' (as Alan puts it) about education. It is also a way to mobilize the older generation of leaders, whose grandchildren are of great concern to them--and who often are more focused on the grandchildren's Jewish education than they were on their children's.
2. For those in the community interested in supporting "family education," this is a natural alliance.
3. In the current climate in this country, with the growing neglect of children, this is an area where Jews can distinguish themselves within their own communities in their care and concern for children from the beginning of their lives (liberal view). It also aligns with the current shift toward values education and identity-formation (conservative view).
4. Through the JCCA network, we have access to a high number of children in a system that make it possible to "roll out the product" (systemic argument). These programs are money-makers, so that one can rationalize investing in excellence.
5. Precisely because of what's missing in this area, CIJE's taking on an Early Childhood initiative is an exhilarating, wide-open opportunity that will allow us to become experts in and identified with an issue that will not step very much on other institutional toes; that is both high-profile and very easily understandable to lay people--a signature, of sorts. More fuel for com. mob.

The above are factors that may not be articulated through the lenses of MEF, Best Practices, or Building the Profession domains, as the notes currently stand.

Alan, if you intend to say these things in I. (“Why early childhood now as a strategic initiative”), please be explicit about the link to the community mobilization aspect of our mission. (If you do not intend to say them, I’ll be happy to.) In either case, I think it would be important to make the com. mob. case first, rather than as an afterthought.

Nessa





## EARLY CHILDHOOD DESIGN FOR STEERING COMMITTEE

I. Why early childhood now as a strategic initiative - ADH

II. What do we currently know?

A. From our research and study

Adam - Teachers and leaders

- Slides on background and training

Barry - Best Practices - What did we learn;  
What questions were raised?

Gail - Observations

- Conversations in field of general  
early childhood and Jewish Education Council

- From our work - Harvard

- TEI

- Machon L'Morin

III. Our current diagnosis of what's missing

Pre-service

In-service

Set sites to train and learn

Professors of Jewish education

IV. What would it take? How should we begin?

early childhood

1. Why <sup>was</sup> E.C. as a strategic initiative? - Allen

2. What do we currently know?

from our research - Study - Adena [teachers & leaders slides on background & training]  
- BP - Barry - [what did we learn, what questions have been raised]  
- observational - Gail

conversation in field of gen'l e.c. /  
interest  
impt.  
current impt. (cheer's march)

from our work

- Harvard
- TEL
- Meeten L'Norin

3. Our current diagnosis of what's missing  
pre-service

in-service

lab sites to train & learn

prof. of Jewish e.c. education

4. What would it take? How should we begin?  
first thoughts

Call: Josh - 6/17 mtg  
Allen

program's making (not too much stuff)





## Fax Cover Sheet

Date sent:

Time sent:

No. of Pages (incl. cover): 2

To: **GINNY**

From: Josie Mowlem

Organization:

Phone Number:

Phone Number: 212-532-2360

Fax Number:

Fax Number: 212-532-2646

COMMENTS:

Ginny,  
Here's the list for  
Federation.

Thanks,  
Josie

## Council for Initiatives in Jewish Education (CIJE)

### Steering Committee

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th from 9:30 a.m.- 3:30 p.m. at the Jewish Community Federation of Cleveland.

☒ Sorry, I will not be able to attend. *I will be in Israel.*

*Jonathan Woocher*  
Name

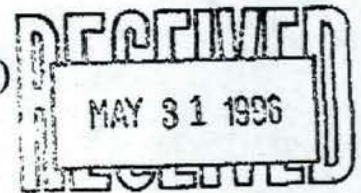
*JESNA 730 Broadway*  
Street Address

*NY NY 10003*  
City State Zip

*529-2000 x1302 529-2009*  
Phone Fax

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

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

**Council for Initiatives in Jewish Education (CIJE)****Steering Committee**

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th 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

JOHN C. COLMAN

Street Address

4 BRIAR LANE

City

GLENCOE

State

IL

Zip

60022-1801

Phone

847/835-1209

Fax

847/835-4994

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

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



**Council for Initiatives in Jewish Education (CIJE)****Steering Committee**

- ☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th from 9:30 a.m.- 3:30 p.m. at the Jewish Community Federation of Cleveland.
- ☐ Sorry, I will not be able to attend.

LEE M. HENDLER  
Name

2734 CAVES ROAD  
Street Address

OWNERS MILLS MD 21117  
City State Zip

410-363-4135 410-363-9790  
Phone Fax

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

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

**Council for Initiatives in Jewish Education (CIJE)****Steering Committee**

- ☐ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th 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

ESTHER LEAH RITZ

Street Address

626 E. Kilbourn Ave. Apt 2301  
Milwaukee, Wisconsin 53202

City

State

Zip

Phone

Fax

414-291-9220 414-291-0207

As I told Alan H. today - I'm  
under medical orders not to fly  
until I'm much better - Sorry I'll  
miss the meeting.

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

CIJE

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

**Council for Initiatives in Jewish Education (CIJE)****Steering Committee**

*Sarah,  
Is  
this  
for  
Gail?*

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th from 9:30 a.m.- 3:30 p.m. at the Jewish Community Federation of Cleveland.

☐ Sorry, I will not be able to attend.

DANIEL BADER  
Name  
HELEN BADER FDN  
777 E. WISCONSIN ST. 3275  
Street Address  
MILWAUKEE WI 53202  
City State Zip  
414/224-6464 414/224-1441  
Phone Fax

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

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



message

## Council for Initiatives in Jewish Education (CIJE)

## Steering Committee

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th from 9:30 a.m. - 3:30 p.m. at the Jewish Community Federation of Cleveland. (I may be a little late)

☐ Sorry, I will not be able to attend.

Name

Steven Hoffman

Street Address

1750 Euclid Ave

City

Cleveland OH

State

Zip

44115

Phone

216 561-5200

Fax

216 861-1230

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

CIJE

15 East 26th Street

New York, NY 10010-1579

## Council for Initiatives in Jewish Education (CIJE)

### Steering Committee

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th 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

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

**Council for Initiatives in Jewish Education (CIJE)****Steering Committee**

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th from 9:30 a.m. - 3:30 p.m. at the Jewish Community Federation of Cleveland.

☐ Sorry, I will not be able to attend.

*Lester Pollack*  
Name  
*30 Rockefeller Plaza*  
Street Address  
*N.Y. N.Y. 10020*  
City State Zip  
*(212) 332-5850 (212) 332-5392*  
Phone Fax

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

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



**Council for Initiatives in Jewish Education (CIJE)****Steering Committee**

☒ Yes, I plan to attend the CIJE Steering Committee on Wednesday, June 26th from 9:30 a.m.- 3:30 p.m. at the Jewish Community Federation of Cleveland.

☐ Sorry, I will not be able to attend.

Morton L. Mandel  
Name

Street Address

Cleveland OH 44103  
City State Zip

(216) 361-4800 (216) 361-9962  
Phone Fax

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

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

FROM: Alan, 73321,1220  
TO: Josie abMowlem, 102467,616  
DATE: 5/19/96 4:33 AM

Re: Integrated Teachers Report

CAN YOU PLEASE DISCUSS WITH GAIL WHAT IT WILL TAKE FOR US TO RAISE THE ISSUE OF EARLY CHILDHOOD EDUCATION AT THE UPCOMING STEERING COMMITTEE MEETING AND ALSO GO OVER THE AGENDA WITH HER.

A.

----- Forwarded Message -----

From: Nessa Rapoport, 74671,3370  
TO: Adam, INTERNET:gamoran@ssc.wisc.edu  
Ellen, INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu  
CC: Alan, 73321,1220  
DATE: 5/17/96 10:22 PM

RE: Integrated Teachers Report

I met with the designer yesterday and gave her a draft of the report so that we could get a lead on producing this when you're ready to go. If you can get me/us your final draft in time, I'd like to go over it quickly and get the designer a disc before we leave for Israel. Is that realistic? Is Bill putting it together?

Next week I'll e-mail you my thoughts about the document/materials needed for Early Childhood at the Steering Committee, as we discussed.

Happy Yom Yerushalayim.

Nessa

② Adam -  
Policy  
Brief

① AOH - where  
the case

③ where  
we were  
what we  
learned

④ what would  
it take



## **BUILDING THE PROFESSION -- UPDATE STEERING COMMITTEE -- JUNE, 96**

This update will report on four initiatives with which CIJE is currently involved. The first two are in the planning stages and CIJE is serving as consultant; the last two are pilot projects in which CIJE is involved in both the design and implementation of the project.

### **CONSULTATIONS**

#### **Torah U'Mesorah**

The CIJE staff and our consultants on teacher education, Drs. Deborah Ball and Sharon Feiman-Nemser, have now met twice with a leadership team from the Torah U'Mesorah movement to discuss professional development, particularly for teachers. There are 160,000 children in some 400 day schools connected to the movement. Although the subject matter knowledge among teachers is high, there are very few with professional training in education. Currently, they do offer summer workshops and some consultations to schools on an ad hoc basis, but they have no strategic plan for dealing with the lack of pedagogic background of their teachers (and principals, for that matter). The idea would be to develop a strategic plan for the movement and to help design both the infrastructure and the approach to implementing the plan. Our next meeting is scheduled for August.

#### **Beit Rabban, Inc.**

Dr. Dvorah Steinmetz, director of Beit Rabban, and Rabbi Dovid Silber, director of the Drisha Institute have received a major grant from the Nash Foundation to create a day school teacher training program. In terms of building the profession, this is a first excursion into the pre-service domain for CIJE. The program is a 3 year free-standing program: the first year includes an intensive course of study and internship; the second two years are work in the field. The program will be designed for candidates who already have significant Jewish backgrounds.

CIJE staff have met with Dr. Steinmetz three times, the latter meeting included Dr. Ball as well. We are involved in thinking through the goals, organization, staffing and contents of this very exciting new program. Because of the free standing nature of the program and because of the choice to take in only people with a certain level of Jewish background, it is possible to create a sophisticated and innovative design which can integrate the Judaica, pedagogy and field work components of the program.

Dr. Steinmetz will be participating in our CIJE-Mandel Institute goals project seminar in Jerusalem this summer. Goals issues are central to thinking through the nature of this project.

### **PILOT PROJECTS**

#### **Educational Leadership**

During the past two years, we have run 2 five day seminars for educational leaders; the first in conjunction with Harvard's Principal Center; the second, in conjunction with Programs in Professional Education of the Harvard's Graduate School of Education. This year we will also run such a seminar in the early spring.



In addition, we are planning a two day seminar for educational leadership teams. This seminar will be open to principals and central agency personnel who have already attended one of our previous Harvard seminars and their lay leadership team. This seminar grows out of requests from these principals and their communities.

The two days will be devoted to issues of creating a shared vision for your institution. Dr. Josh Elkins, the head of the Solomon Schechter School in Newton, MA will be working with us to both plan and implement this project. It is scheduled for the end of October, beginning of November. We hope to use Harvard's facilities and some of the faculty members from their graduate school of education.

### **TEI (Teacher Educator Institute)**

In 1995, the Nathan Cummings Foundations, out of its commitment to the congregational school, gave CIJE support for a three year experiment called the Teacher Educator Institute (TEI) to begin to create a new type of leader for Jewish educational institutions, a national cadre of teacher educators for supplementary schools. At this point, we are working with two cohorts of over 60 participants.

In May, Cohort 1 of TEI had its fourth meeting. The group now includes 17 participants: two from Atlanta, two from Baltimore, one from Boston, two from Chicago, three from Cleveland, one from Hartford, two from Milwaukee, two from San Francisco. Since our plans for TEI call for strengthening professional development opportunities in communities and nationally, we also included two participants in this cohort who's primary portfolio will be professional development at the national level.

Part of this project involves the creation of a bank of videotapes which can serve as resources for TEI graduates to use in their work on professional development. For the May session of TEI, we examined a set of materials including, two videotaped lessons, the lesson plans, the lesson transcripts, teacher's journal entries, the children's work and a taped interview of the teacher. Part of the curriculum of the seminar included studying these materials and discussing ways in which materials such as these can be used to create innovative strategies for the professional development of teachers.

June saw the beginning of Cohort 2 of TEI. It includes 44 participants. Teams came from Atlanta, Baltimore, Boston, Cleveland, Chicago, Kansas City, Los Angeles, Rochester, and San Francisco, as well as from the Conservative, Reconstructionist, and Reform movements and the Florence Melton Adult Mini-School. Five members of this cohort have been recruited exclusively as members of the national cadre of teacher educators.

We have been encouraged to write a new grant to the Cummings Foundation for an additional three years of funding to support two more cohorts of teacher educators; one will retain the focus on supplementary school teacher educators; the other will focus exclusively on developing teacher educators for early childhood Jewish education.

**Council for Initiatives in Jewish Education**  
**Teacher Educator Institute**  
**June 2-5, 1996**  
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20  
25  
55



# CIJE JUNE 26 STEERING COMMITTEE RSVP LIST

NAME	WILL ATTEND	WILL NOT ATTEND
Sheila Allenick	X	
Dan Bader	X	
John Colman	X	
Gail Dorph	X	
Adam Gamoran	X	
Ellen Goldring		X
Lee Hendler	X	
Stephen Hoffman	X	
Alan Hoffmann	X	
Barry Holtz	X	
Virginia Levi	X	
Morton Mandel	X	
Josie Mowlem	X	
Daniel Pekarsky	X	
Dalia Pollack		X
Lester Pollack	<del>X</del>	X
Nessa Rapoport	X	
Charles Ratner	X	
Esther Leah Ritz		X
Richard Shatten	X	
Jonathan Woocher		X



**CIJE STEERING COMMITTEE**  
CLEVELAND, JUNE 26TH 1996  
9.30 - 3.30

[MORT,  
I AM LEAVING CLEVELAND ON A 3.30 FLIGHT IN ORDER TO MAKE MY  
CONNECTION TO ISRAEL ON WEDNESDAY NIGHT. IF YOU AGREE, IT  
MAY MAKE SENSE TO WIND UP BY 2.50 AND I WILL JUMP IN A CAB.

JUST TO REMIND YOU - MY ARRANGEMENT WITH RICHARD AND  
GINNY IS THAT SHE WILL PARTICIPATE WHEN MEETINGS ARE HELD IN  
CLEVELAND. SHE CONTINUES TO BE OUR CONTACT PERSON FOR THE  
TEI GLIDDEN HOUSE SEMINARS]

LESTER INFORMED US MONDAY THAT HE WILL BE IN ISRAEL ON WEDNESDAY  
JUNE 26TH.

ELR IS PRESENTLY UNABLE TO TRAVEL AND WE ALL CONGRATULATE HER ON  
THE GREAT HONOR OF THE COMMUNITY BUILDERS AWARD FROM THE  
JCCA TO TAKE PLACE IN MILWAUKEE ON AUGUST 4TH. JOINS LESTER POLLACK  
AS THE THIRD DISTINGUISHED HONOREE.

9.30

**WELCOME**

TO DAN BADER AND LEE HENDLER TO THEIR FIRST CIJE  
STEERING COMMITTEE MEETINGS.

**LEE HENDLER** - OF BALTIMORE, MARYLAND IS THE CO-CHAIR OF  
THE BALTIMORE FEDERATION'S CENTER FOR THE ADVANCEMENT  
OF JEWISH EDUCATION WHERE SHE IS WORKING TO HELP DEVELOP  
A STRATEGY FOR RAISING \$20M. FOR BALIMORE'S FIRST FIELD  
OF INTEREST ENDOWMENT FUND: "THE FUND FOR JEWISH  
CONTINUITY THROUGH EDUCATION"

SHE IS VICE PRESIDENT OF THE BOARD OF PARK SCHOOL AND  
SHE AND HER HUSBAND NELSON, A PHYSICIAN, HAVE FOUR  
CHILDREN BETWEEN 9 AND 18.

**DAN BADER** OF MILWAUKEE IS THE PRESIDENT OF THE HELEN  
BADER FOUNDATION WHICH IS COMMITTED TO SOCIAL AND  
EDUCATIONAL PROJECTS IN MILWAUKEE IN THE GENERAL AND  
JEWISH COMMUNITIES AND TO ISRAEL WHERE THE FOUNDATION  
MAINTAINS AN OFFICE.

SINCE CREATING THIS FOUNDATION, DAN HAS BEEN CENTRALLY  
INVOLVED IN THE LEAD COMMUNITY INITIATIVES IN MILWAUKEE  
BOTH BY PROMOTING SPECIFIC PROJECTS AND PROVIDING CORE  
SUPPORT.

**ANNOUNCEMENT:** HAPPY TO ANNOUNCE THAT AS PART OF OUR LEADERSHIP TRANSITION PLAN **KAREN BARTH** WILL BE JOINING CIJE AS OF AUGUST 1. SHE WILL BEGIN PART-TIME AND GRADUALLY BUILD UP TO FULL-TIME BY YEAR'S END. KAREN BRINGS UNUSUAL SKILLS AND ABILITY AND WE ARE ALL VERY EXCITED AT THE PROSPECT.

9.35

**REVIEW BOOKS**

9.40

**MASTER SCHEDULE CONTROL (I ON AGENDA)**

PLEASE NOTE THAT YOU AND I HAVE CHANGED THE DATE FOR THE DECEMBER STEERING COMMITTEE AND IT IS NOW SET FOR THURSDAY , DECEMBER 5TH IN NEW YORK

9.45-10.15

**MINUTES AND ASSIGNMENTS (II ON AGENDA)**

WILL BE READ BY **JOSIE**

10.15-11.00

**BOARD REDESIGN - BY LAWS (III ON AGENDA)**

WE HAVE SENT OUT THE DOCUMENT DEVELOPED BY **JOSIE** IN ADVANCE AND IT IS ALSO IN THE BOOK.

PLEASE MENTION THAT ESTHER LEAH HAD ALREADY GIVEN SOME THOUGHT TO THE BY-LAWS AND THIS DRAFT IS BASED ON HER INITIAL WORK.

**ALSO** THE PURPOSE OF THE DOCUMENT IS TO STIMULATE DISCUSSION ABOUT THE ENTIRE BOARD STRUCTURE AND WE SHOULD BEGIN TO MOVE TOWARDS CLOSURE.

11.00-12.30

**NEXT GENERATION: EARLY CHILDHOOD (IV ON AGENDA)**

IN EARLIER DISCUSSIONS OF CIJE 1996 TOWARDS CIJE 2003, THE SUBJECT OF A MAJOR SYSTEMIC INITIATIVE IN EARLY CHILDHOOD EDUCATION HAS BEEN DISCUSSED. THE STAFF IS NOW READY TO BRING TO THE STEERING COMMITTEE SOME INITIAL THINKING TOWARDS SUCH AN INITIATIVE

CALL ON **ADH** TO OPEN THE ISSUE

**WHY NOW AS A STRATEGIC INITIATIVE?**

THEN BARRY, ADAM AND GAIL:

**WHAT DO WE KNOW?**

GAIL: **WHAT IS MISSING? AND**

**HOW SHOULD WE BEGIN?**

THEN DISCUSSION.



**12.30-1.15 LUNCH**

**RAY LEVI**, PRINCIPAL OF THE AGNON SCHOOL, HAS BEEN INVITED TO PARTICIPATE IN THE GOALS PROJECT DISCUSSION. WE HAVE INVITED HIM TO JOIN US FOR LUNCH.

**1.15 - 2.00 WELCOME RAY LEVI, PRINCIPAL OF THE AGNON SCHOOL WHO IS WITH US FOR THE GOALS PROJECT DISCUSSION.**

**UPDATE (VI ON AGENDA)**  
**ADH** GIVES OVERVIEW.

**ADH** WILL CALL ON **BARRY** TO TALK ABOUT THE SUMMER INSTITUTE FOR PROFESSORS, **GAIL** TO UPDATE ON BUILDING THE PROFESSION, AND **NESSA** TO TALK ABOUT THE RECENT BEGINNING OF A PILOT IN COMMUNITY MOBILIZATION IN MILWAUKEE.

**DISCUSSION****2.10-2.40 GOALS PROJECT (VII ON AGENDA)**

THE STEERING COMMITTEE HAS NOT HEARD ABOUT THE GOALS PROJECTS FOR SOME TIME SO **DAN PEKARSKY** WILL BRING US UP TO DATE ON THE GOALS PROJECT AND ON THE FORTHCOMING GOALS SEMINAR IN ISRAEL.

**2.40-2.45 SHEILA ALLENICK:** WILL BRIEFLY REPORT ON THE FACT THAT AN AUDIT TOOK PLACE AND THAT AN AUDIT COMMITTEE MET.**2.50 ADJOURN** BY ANNOUNCING NEXT MEETING ON AUGUST 15TH IN NEW YORK CITY AT CIJE OFFICES.  
[ALAN RUNS FOR PLANE]