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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 3: Lead Communities, 1988–1997.

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Baltimore, Md. Update memos, 1993.

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BALTIMORE REPORT RE: COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

August 26, 1993

PRE-CIJE MEETING (Cleveland, May 1993)

1. Strategic Plan for Jewish Education + 53 Directional Recommendations (Subcommittees - Congregational Schools, Day Schools, Higher Jewish Education, Informal Jewish Education)
2. Restructure - Center for the Advancement of Jewish Education
3. Educational Initiatives

<u>Programs</u>	<u>Stage</u>
• Establish Department of Jewish Education at Baltimore Hebrew University	Stage 1 Implementation
• Machon L'Morim Teacher Training Program	Stage 1 Implementation
• Israel Desk	Stage 2 Implementation
• Pearlstone Lay Leadership Education Program	Implementation
• Wexner-Type Lay Leadership Program	Planning
• Melton Bible Arts Project	Planning
• Comprehensive Restructuring of Congregational School	Planning
• Family Education Initiatives	Stage 2 Implementation
• Educational Seminars for Principals	Stage 1 Implementation
• College Services Task Force	Stage 1 Implementation

POST-CIJE MEETING (Cleveland, May 1993)

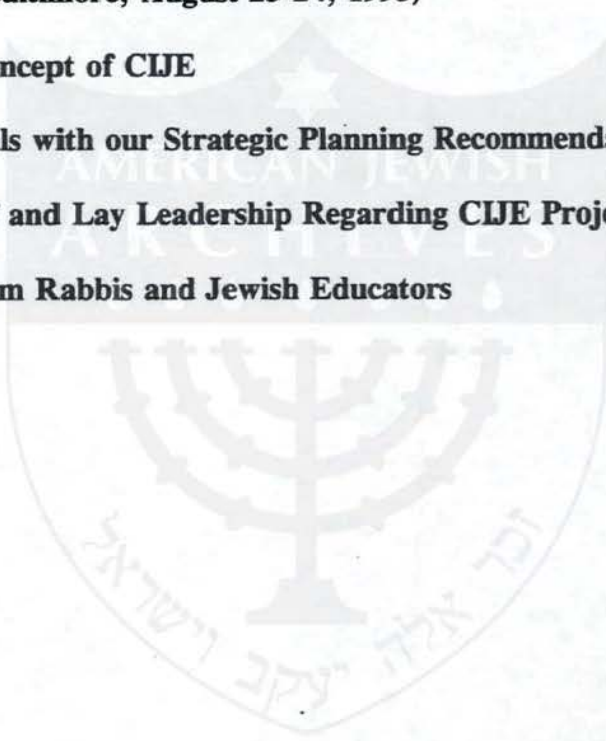
1. Establishment of Wall-to-Wall Coalition
2. Clarification of Goals and Procedures
3. Proposed Initiatives
4. Administration of Educators Survey (October, 1993)

CHALLENGES

1. **Communities Expectations of CLJE**
2. **Ensure Psychological and Systemic Change as Opposed to Program Initiatives**
3. **Immediate Comprehensive Retraining and Professionalism of Jewish Educators**
4. **Unilateral Educational Principles/Educational Goals**
5. **Inclusion of Jewish Individuals/Communal Organizations Outside of the Federation System**

POST-CLJE MEETING (Baltimore, August 23-24, 1993)

1. **Crystallized our Concept of CLJE**
2. **Interface CLJE Goals with our Strategic Planning Recommendations**
3. **Reinvigorated Staff and Lay Leadership Regarding CLJE Project**
4. **Meeting with Reform Rabbis and Jewish Educators**



- The Baltimore Institute for Jewish Communal Service serves very few people, and there are concerns about program management. The program has declined in its visibility and possibly in its quality.
- The relative proportion of community resources being directed to pre-service education for Jewish communal service professionals, through the Baltimore Institute, is considerably higher than that being directed to in-service education for this group.

RECOMMENDATIONS

The directional recommendations that follow were developed by each of the four Subcommittees and are divided into three categories - Personnel, Educational Programs/Initiatives and Special Populations.

The constituencies which are impacted by these recommendations encompass the complete life-span from early childhood through adulthood, including families. Moreover, the numbers assigned to each recommendation are indicated for identification purposes only and are not reported in order of priority.

PERSONNEL

1. Increase teacher salaries and enhance benefits
2. Develop and utilize professional growth opportunities for in-service training of teachers and principals via classes, credit courses workshops, seminars and educational experiences on the local, national and international level
3. Develop and establish an intensive recruitment program to identify potential teachers and educators and monitor and assist them with their educational training and ultimate placement within a school
4. Provide teachers/educators with incentive grants in order to encourage and reward excellence
5. Create more full-time teaching positions in order to make the field of Jewish education a primary vocational focus
6. Enhance community recognition of teachers to express esteem and to elevate the status of teachers in the community
7. Investigate the feasibility of establishing a community-wide or school-based daycare program for children of teachers
8. Provide more intensive educational consultation services to teachers
9. Develop a degree program for full-time professional Jewish educators

10. Develop in-service Jewish education for Jewish communal professionals
11. Develop in-service education for senior educators
12. Improve the degree program for Jewish communal professionals
13. Develop a program in pre-service (non-degree) for new congregational teachers
14. Develop a pre-service training program for senior educators

EDUCATIONAL PROGRAMS/INITIATIVES

15. Assist in making possible Educational Experiences in Israel including funding for pre and post-trip educational program; establish an endowment fund for Israel Trip experiences
16. Develop a comprehensive outreach campaign to marginally affiliated populations who are not currently participating in existing Jewish institutions and their programs
17. Commit funds on a multi-year basis in order to ensure the long-term viability of programs
18. Increase staff and program resources on college campuses in the Baltimore area in a coordinated manner
19. Provide consultative services from THE ASSOCIATED to schools in financial resource development to assist in areas of capital needs, endowment development, fiscal planning and grantsmanship
20. Continue to provide financial support for the day schools' operating needs
21. Encourage interagency collaborative projects with synagogues participating as full partners especially in community-wide events
22. Implement effective models for Jewish Family Education
23. Enhancement of Resource Center in order to provide more intensive educational consultation and services to the community
24. Establish an informational resource whose role would be to: a) identify gaps in the educational system and advocate for the development of new programs; b) serve as a community resource for available programs/services and enhance the Jewish component of programs; and c) identify opportunities for interagency collaboration on programming and reducing possible duplication

25. Utilize marketing resources of THE ASSOCIATED to determine needs of various population groups and to inform people about available programs
26. Increase capitation grants to day schools based upon number of students enrolled in the school
27. Expand Resource Center materials to include greater variety of educational resource material as well as a resource bank of personnel in specialized areas
28. Provide schools with ongoing information and data regarding effective educational models which have the potential for replication in school settings
29. Investigate feasibility for providing students with a community-wide school transportation system
30. Develop recognition/incentives to stimulate academic excellence of students
31. Provide more intensive guidance and assistance to schools in the areas of program planning and development
32. Ensure the transition of pupils from preschool programs to elementary school
33. Assist principals in developing measures of accountability for their congregational schools
34. Offer new ventures and experiments in adult education
35. Focus curriculum service program on the specific needs of each congregational school
36. Provide ongoing analysis of congregational school-based educational needs
37. Explore various educational formats and methodologies in order to successfully implement the goals and objectives suggested in the Report of the Subcommittee on Congregational/Communal Religious School Education
38. Organize, market and coordinate all programs for Jewish singles
39. Assist schools in the critical areas of experiential and informal Jewish educational programming

40. Provide schools with more up-to-date and state-of-the-art material relevant to their individual curricular needs
41. Expand continuing higher Jewish education for parents of young children
42. Develop continuing Jewish education for lay leadership
43. Expand non-degree higher Jewish education for singles
44. Develop a pilot program in continuing higher Jewish education for mixed married couples
45. Maintain Jewish Studies degree option for adult learners
46. Enrich the Jewish content of informal programs for college-age youth
47. Provide better information on opportunities for higher Jewish education
48. Maintain non-degree courses targeted to empty nesters
49. Maintain non-degree courses targeted to older persons

SPECIAL POPULATIONS

50. Increase scholarship and loan funds available, enabling students from families with limited financial resources and/or families with multiple children to experience Jewish education programs of their choice.
51. Meet the needs of children with special educational needs by: a) enhancing the quality and scope of services; b) strengthening community advocacy for special learning needs; and c) encouraging interschool sharing of information and coordination of programs.
52. Increase funding for immigrant support services
53. Improve Jewish Higher Education for Soviet immigrants (degree and non-degree)

IMPLEMENTATION

If adopted by the Executive Committee and Board of THE ASSOCIATED, the recommendations we propose in this Report will set a new course for the community. They will establish a direction in which THE ASSOCIATED and the community should move. But by themselves they will change nothing. Putting these numerous recommendations into concrete proposals will be a lengthy and complex task.

