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**AMERICAN JEWISH ARCHIVES**

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

Subseries 5: Communication, Publications, and Research Papers, 1991–2003.

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Box  
45

Folder  
10

Policy Brief: Background and Professional Training of Teachers in  
Jewish Schools. Dissemination, 1994-1995.

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

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June 13, 1994

Constituencies:

--Board members

--Lay leaders:  
Federation

--Professionals:

Federation executive directors  
CJF continuity commission appointees  
Denominational  
National Jewish organizations w/ on educ. mission (CJF, Wexner)  
- Foundstone w/ on int. w. educ / eddc

--Jewish educators:

Lead communities  
Essential communities  
Synagogue rabbis  
Professionals: BJE; JESNA; CAJE  
Principals, directors of schools  
Israelis

--Academics:

Jewish education: American, Israeli  
General education  
Others interested in identity; local renewal through  
education; ethnic/American nexus

--Potential recruiters:

Rabbis  
Hillel directors  
Dirs. of admission to grad. school in education  
Professors of education

--Press:

Jewish: How to have CIJE be the address when discussing  
Jewish education?

General: National; local within lead, essential  
communities

--Reporters of major national papers, mags who follow  
education

--Reporters of major national papers, mags who profile the  
human interest side of business figures

--Friends of Jewish education:

Francine Klagsbrun  
Rose Londaine  
Chaya Gursetman  
David Silber  
Deborah Steinmetz

Alumni with effective Jewish education who work in the secular world (ad in Harvard Law School, Wall St. Journal, universities--both humanities and business, professions)  
Success stories

--Data pool of Jewish donors to educational/cultural institutions: (Harvard Medical School; New York Public Library)

— Recruits:

Bill Lebow's son

Susan Schneider's son

— Mainstream he used sources  
— Artists w/ seriously or have J blood

Ruth Goren

David Gorden

Adrienne Rich Mary White

Liz Swados



November 14, 1994

Roberta Elliot  
NFJC

Dear Roberta:

Here are: the CIJE Policy Brief, with an invitation to the forum on Thursday afternoon. Also, our press release, in case it's helpful, and the JTA story that went out last week. Look forward to seeing you there!

Best,

Nessa Rapoport





December 5, 1994

To: CIJE Staff  
From: Nessa

The attached three items went to Mort today by fax. As I said to him, it was a banner Shabbat for CIJE; this is "major coverage in a key market," home of almost all the national Jewish organizations, and we should feel good!

Please think through with me who should see this immediately--rather than, for example, the board, who should probably get a more complete packet at the appropriate strategic moment.

I've sent it to Mort, Chuck, Steve and Seymour. Ginny has seen it, en route to Mort. (Richard says he'll happily see stuff when everything is compiled later.) What do you think? This can be part of Wed.'s discussion of policy brief dissemination and good news.



December 5, 1994

Nechama Tamler  
JCF  
121 Steuart St.  
San Francisco, CA 94105

Dear Nechama:

Here, as you asked, are 50 copies of the policy brief; I have sent along brochures as well. As you know, the GA forum presentation made a couple of central points: Dr. Gamoran spoke about the teachers' lack of training before they enter the field; their lack of in-service training in the field, compared to public school teachers, for example; and their surprising commitment to the field as a vocation--they are not the revolving door that people thought.

This data makes a compelling argument for investing in teachers, as a concrete first step toward improving the quality of current Jewish education, community by community, in the ongoing continuity effort.

Thanks, as well, for a stimulating conversation.

Best,

Nessa Rapoport

FROM: INTERNET:gamoran@ssc.wisc.edu, INTERNET:gamoran@ssc.wisc.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 12/13/94 11:23 PM

Re: RE: Further dissemination!

Sender: gamoran@ssc.wisc.edu  
Received: from eunice.ssc.wisc.edu by dub-img-3.compuserve.com (8.6.9/5.940406sam)  
id XAA22293; Tue, 13 Dec 1994 23:19:19 -0500  
From: <gamoran@ssc.wisc.edu>  
Received: from GAMO.DECnet MAIL11D\_V3 by eunice.ssc.wisc.edu;  
id AA29245; 5.65/42; Tue, 13 Dec 1994 22:18:52 -0600  
Date: Tue, 13 Dec 1994 22:18:52 -0600  
Message-Id: <9412140418.AA29245@eunice.ssc.wisc.edu>  
To: "74671.3370@compuserve.com"@ssc.wisc.edu  
Cc: ROBIN@ssc.wisc.edu  
Subject: RE: Further dissemination!

Please fax the Reform Judaism article to Roberta and Julie also. (Bill is on vacation.)



TO: Adam, internet:gamoran@ssc.wisc.edu  
Ellen, INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu

Re: Further dissemination!

As I think I told you, Reform Judaism magazine will indeed do an issue on Jewish teachers, and two of the articles will be CIJE's. Barry has written on Best Practices in the supplementary schools; and I have distilled the policy brief, with an emphasis on the supplementary school data, for obvious reasons. (Although I submitted a summary of the "Plan for Action" as well, they don't have the space, alas.)

Originally, I did not include my name on this, in keeping with my ideological inclination--the anonymous editor. However, once they cut the plan, I reversed myself. This way, if anyone objects to missing pieces of the brief, the CIJE Research Team is immune from prosecution! (Not that I expect it.) I have tried to maintain some of the necessary subtleties, particularly naming the entire team and acknowledging and thanking the communities.

I'm sure you don't want to read a word of the brief again, but I am asking Robin to fax you their final version of the article nevertheless--Ellen, you may have already left--so that you can be sure no factual or political mishaps have occurred in my summary. Note that they have identified Roberta's movement affiliations. I'm assuming that neither Bill nor Julie has any.

I will be in London by Thursday, and in Jerusalem until the following Friday (delivering a talk on Jewish literary culture at Hebrew U., and attending a day of the Mandel Institute board meeting). Let me know by e-mail if anything jumps out at you, and I'll take care of it on my return. I am NOT taking my computer!

Thanks, and hope I see you guys soon.

Nessa



Jan. 3, 1994

**Policy Brief Distribution**

**Internal Audiences**

**1. Steering Committee; Executive Committee; Board Members; Board Committee Members** - Done 11/94

**1A. 3000 GA Attendees**

**2. Commissioners/ Senior Policy Advisers: Mort to send** ("As someone intimate with the work of the Commission, who knows better than most how important building the profession is..." (Be sure not to duplicate with 1.)

**3. CIJE Consultants/Research Team: Adam; Ellen; Roberta; Bill; Julie**

**4. Mandel Institute: Staff; Board Members**

**5. JESNA: Jon Woocher** says the staff has seen it, but 80 board members have not: He will send it out for us if we want to.

**External Audiences: Within Communities**

**1. Federation Executives: Steve to send**

**Federation Planners: Steve to send**

**Senior Educational Professionals at federations or central agencies: Gail to send jointly with Danny Margolis**

**1A. Federation Presidents: Lester Pollack to send**

**Local Continuity Commission Chairs: Discussion to be continued (Chuck? J. Woocher?)**

**[Allocations Chairs; Key Lay Leaders]:** ~~Not~~ Distributed to 3000 GA attendees

1B. Lead Communities: 300 in D.C. Home - Atlanta; Bill Walker

**2. Senior Rabbis:** (NR to meet with, ask for 20 most important, 20 next about influential rabbis engaged in big Jewish educational enterprises for a dissemination plan for the policy brief).

**Orthodox: Bob Hirt; Alvin Schiff**

**Conservative: Bill Lebeau; Bob Abramson**

**Reform: Danny Syme; Norman Cohen** (Alan to speak to him first); **Roberta Goodman** (for both rabbis and educators); **Bill Cutter**

(Where would we find Reconstructionist?)

**3. Senior Administration (and Faculty?) of Community Training Colleges and University Programs** (Brandeis; Boston Hebrew College; Cleveland College; Gratz; Baltimore;

McGill; York; Others?): Gail to send

**4. Senior Educators (4A. School Directors; 4B. Principals; 4C. JCC Education Professionals)**

**4A. & B.: Orthodox: Talk to Aharon Eldar (2 organizations: Ten; ???; + Torah U'Mesorah)**

**Conservative: JEA; Solomon Schechter Principals Association**

**Reform: NATE**

(Where would we find Reconstructionist? Independent/Community Schools)

**4C. Alan Hoffmann/Alan Finkelstein to send**

**4D. Israeli Jewish Educators in Diaspora Education (150 in Jerusalem): Jewish Agency heads of depts.; independent organizations such as Pardes; Melitz: Alan to send from M.I. list**

**4E. Teachers: Not initially (CAJE list?)**

**5. Attendees of Mandel Education Programs:**

**5A. Goals Seminar: Barry to send**

**5B. Harvard Leadership Institute: Gail to send**

**5C. Jerusalem Fellows: Alan to send**

**+ 5D. Mechanchim Bechirim: Alan to send?**

**6. Senior Administration of Best Practices Settings: Barry to send**

**7. Media: Essential Jewish newspapers have received; JTA story has been received at approx. 100 outlets. General Press: Religion News Service goes to 130 religious publications, agencies, and organizations (World Council of Churches; American Jewish Committee; UAHC; etc.); 55-60 daily papers (such as the New York Times; LA Times; Washington Post; etc.): Total circulation of 20 million potential readers. Now Newhouse-owned. Cleveland paper picked it up because it covers a lot of religious news, not only in Saturday religion column but throughout the paper**

**External Audiences: National, Jewish**

**1. The denominational training institutions: Senior Administration; Senior Education Faculty:**

**1A. Network for Research in Jewish Education: Barry to send jointly with Stuart Schoenfeld (50 members)**

**1B. AJS Membership?**

**2. Congregational Arms: Senior Administrators; Senior Educators:**



3. National directors of camping, each movement
4. National directors of youth activities, each movement
5. National organizations with Jewish educational missions: (JCCA; CLAL; ACAJE; Hillel; Hadassah; NFJC; Jewish Museums; etc.)
6. Private foundations that support Jewish education (Covenant; Cummings; Wexner; CRB; who else, particularly local foundations?)
7. Media: National outlets (Moment; The Jerusalem Report); Journals of Jewish education (CAJE; JESNA)
8. "Friends of Jewish Educations": Lay people who care about the issues, either because they themselves had a strong Jewish education or because they're involved: Data base to be assembled

External Audiences: National, General

1. Senior education leaders and policy makers in American education, particularly those engaged in change, personnel, community involvement in education, or who are exploring questions of values and identity in relation to education:
2. Key academics in the most important depts./training institutions in American education, especially Jews who could become interested in our work (This may be the same as 1.)
  - 2A. Academics, policy makers most involved in in-service training nationally: Ask Sharon F. Nemser--20 people; Adam/Ellen
3. Private foundations funding initiatives in American education
4. Media:
  - 4A. Influential journals and magazines in general education
  - 4B. National outlets with an education page or column or who cover educational issues (The New York Times; Wall Street Journal; Time; Newsweek; etc.)
  - [4C. Business magazines that may cover commitment of major business leaders to education/philanthropy]
5. "Big givers" list of Jews who have donated to American education institutions (New York Public Library; Harvard Medical School; Tisch Hospital): Data base to be assembled
  - 5A. Mainstream American artists who work in authentic Jewish modes



**COUNCIL FOR INITIATIVES  
IN  
JEWISH EDUCATION**

**FAX COVER SHEET**

**Date sent:** 1/9/95

**Time sent:** 3 PM

**No. of Pages (incl. cover):** 2

**To:** Richard Jacobs

**From:** Nessa Rapoport

**Organization:** CIJE

**Phone Number:**

**Phone Number:** 212-532-2360 X408

**Fax Number:** 533-4347

**Fax Number:** 212-532-2646

**COMMENTS:**

Sent at the suggestion of Steve Hoffman.



*Chair*

Morton Mandel

January 4, 1995

*Vice Chairs*

Billie Gold  
Matthew Maryles  
Lester Pollack  
Maynard Wishner

TO: Richard Jacobs  
FROM: Nessa Rapoport

*Honorary Chair*

Max Fisher

Steve Hoffman suggested I speak to you about the following request:

*Board*

David Arnow  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
Gerald Cohen  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Thomas Hausdorff  
David Hirschhorn  
Gershon Kekst  
Henry Koschitsky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Charles Ratner  
Esther Leah Ritz  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

As you may know, CIJE was established by Mandel Associated Foundations to work through the federated system as a catalyst for revitalizing Jewish education. We have recently produced our first policy brief, which was distributed to each attendee of the GA. When I spoke to Steve about sending this policy brief to federation execs, presidents, and, where appropriate, planners, he told me to get in touch with you for the most up-to-date list. Your associate asked me to fax you this request.

As we are eager to begin the year by getting this material to those most involved in setting educational policy, I look forward to hearing from you.

*Nessa Rapoport*

Nessa Rapoport

*Executive Director*

Alan Hoffmann

Optimacy = 1 <sup>ly</sup> dear mt and  
- atten.

1/13/15 w/ Steve Haffman

Excerpts:

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means or teaches

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not & to by 5 to

+ ability of you to be a prof  
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why on these  
matters

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down & like does + the / a + can / of it's a diff  
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in the whole con p<sup>r</sup>

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structure





Jan. 18, 1995

Debby Hirshman  
JCC of the Upper West Side  
180 W. 80 St.  
New York, NY 10024

Dear Debby:

It was a fantastic pleasure to engage in very long-term planning this morning--in contrast to run-of-the-mill long-term planning, which is rare enough in the Jewish world!

Here is a copy of the first CIJE Policy Brief to emerge from our two-year study of Jewish educators in the Lead Communities. (Now I know just how qualified you are to be a member of an elite minority: fully-trained Jewish educational leaders.) The brief juxtaposes the pervasive lack of training everyone suspected with the commitment and stability few recognized to make a strong case for comprehensive in-service training.

The severe crisis in senior personnel for Jewish education pervades all settings in which education in the broadest sense takes place, as you know. Even when communities decide to focus on a specific programmatic "solution" to Jewish continuity--family education, Israel Experience, etc.--they find that they simply don't have the staff qualified to do the job. And so a large part of our work this year will be to create capacity for both in-service training and goals/vision--that is, to help train a cadre of people who can provide guidance to institutions and communities that are ready to upgrade their teachers and revitalize their institutions.

Since I speak constantly about how good ideas are the true inflation-proof currency of Jewish vitality, I hope that today we began to give birth to some serious thinking--and power--applied to the issue of the education of Jewish women.

To be continued.

Nessa Rapoport

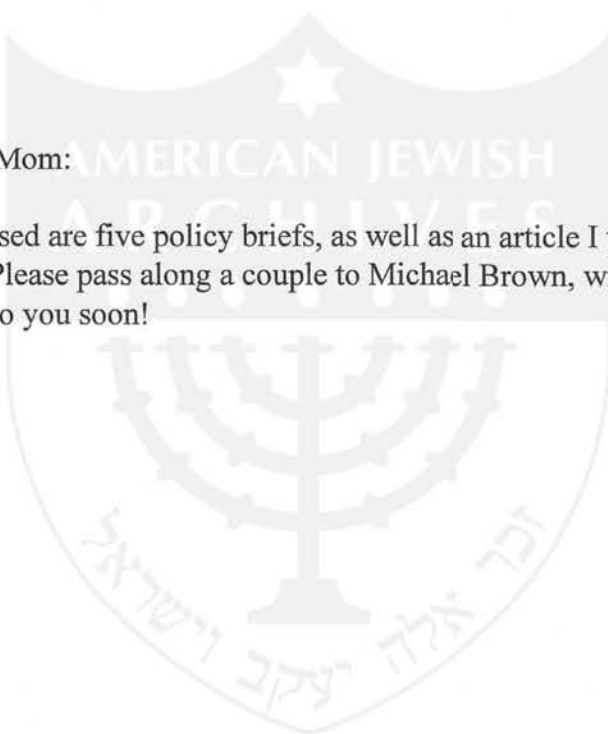


Jan. 19, 1995

Dear Mom:

Enclosed are five policy briefs, as well as an article I thought would interest you. Please pass along a couple to Michael Brown, with my warm regards. Talk to you soon!

Love,





**COUNCIL FOR INITIATIVES  
IN  
JEWISH EDUCATION**

**FAX COVER SHEET**

**Date sent:** Jan. 20, 1995

**Time sent:** 12:30

**No. of Pages (incl. cover):** 5

**To:** Steve Hoffman

**From:** Nessa Rapoport

**Organization:**

**Phone Number:**

**Phone Number:** 212-532-2360 X408

**Fax Number:** 566-9084

AMERICAN JEWISH  
ARCHIVES

**Fax Number:** 212-532-2646

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**COMMENTS:**

Steve, here's an outline of the master plan, not only for disseminating the policy brief but as a preliminary data base matrix. Do these categories seem right and in the right sequence of priority (for receipt of the policy brief)? Are there any audiences I've overlooked--as recipients of the brief and of other CIJE materials? Overlaps I wouldn't be aware of (as opposed to those I already know about!)?

Also, I have still not heard back from Richard Jacobs office re the directory. Would a judicious call from you help? (I did call his office, as you suggested; he had been away, as you suspected; but I'm getting frustrated, as you might have predicted.)

I'll send you a draft of the cover letter next week.

Thanks--and looking forward to hearing from you. Feel free simply to mark this up and fax it back, if that's easiest. (Just print!)

Nessa

January 1995

**Policy Brief Dissemination Plan**  
**[+ Data Base Categories for Future CIJE Communications]**

**Internal Audiences**

1. Steering Committee; Executive Committee; Board Members; Board Committee Members: Cover letter--Alan. Done 11/94.
2. Commissioners/ Senior Policy Advisers: Cover letter--Mort.
3. CIJE Consultants/Research Team: Adam; Ellen; Roberta; Bill; Julie; Dan: Cover letter --Nessa. Done 12/94.
4. Mandel Institute: Staff; Board Members: 50: Done 12/94.
5. Lead Communities: Atlanta: 150; Baltimore: 300; Milwaukee: 100: Done 12/94; 1/95.

**Associated Organizations**

6. JESNA: Staff: 12/94. Board: JonW. will send to 80 board members at our request.
7. JCCA: National Staff at 15 E. 26 St.: Cover letter--Alan.

**External Audiences--Jewish**

8. Federation Presidents: Cover letter--Lester Pollack.  
Federation Execs, Planners: Cover letter--Steve Hoffman.  
Senior Educational Professionals at Federations or Central Agencies: Cover letter--Gail to send jointly with Danny Margolis.
9. Local Continuity Commission Chairs; Allocations Chairs; Key Lay Leaders:  
Distributed to 3000 GA attendees 11/94. Follow-up mailing to selected members of this group? Who? How?
10. Education Faculty (at denominational training institutes; community training colleges-- Boston Hebrew College, Cleveland College, Gratz, Baltimore; and university programs-- Brandeis, McGill, York): Cover letter--Gail, distributed through ALOHA.  
Network for Research in Jewish Education (50 members): Cover letter--Barry to send jointly with Stuart Schoenfeld (Note: What to do about overlap with ALOHA?)
11. Congregational Education Arms: Staff (United Synagogue, UAHC, etc.): Cover letter--Gail.

**12. Senior Educators: Cover letter--Gail. Includes:**

**School Directors, Principals: Orthodox--Aharon Eldar**

**Torah U'Mesorah: Joshua Fishman.**

**Conservative: JEA; Solomon Schechter Principals Assoc.**

**Reform: NATE.**

**Reconstructionist: Jeff Schein.**

**JCC Pre-school Directors: Cover letter--Alan Finkelstein/Alan Hoffmann.**

**JCC Education Directors: ??**

**(Note: At this point, teachers will hear of us through CAJE; Reform Judaism magazine supplement. How and when should teachers hear from us directly?)**

**13. Attendees of Mandel Education Programs:**

**Goals Seminar: Cover letter--Barry.**

**Harvard Leadership Institute: Cover letter--Gail.**

**Jerusalem Fellows: Cover letter--Alan.**

**Mechanchim Bechirim: Cover letter--Alan.**

**Senior Educators in Best Practices settings: Cover letter--Barry.**

**Invitees/Attendees of Board Seminar: Cover letter--Alan.**

**(Note: What to do about likely duplication with 12.'s lists?)**

**[14. Chairs and Faculty of Jewish Studies Departments (AJS list):]**

**15. Senior Rabbis (Nessa to speak with informants, below, to ask for 20 rabbis most influential/engaged in education; 20 next): Cover letter--Alan.**

**Orthodox: Bob Hirt; Alvin Schiff.**

**Conservative: Alan Silverstein (RA pres.); Joel Meyers.**

**Reform: Norman Cohen (following Alan's call); Roberta Goodman (for rabbis and educators); Bill Cutter; Seymour Rossel (UAHC); Shelly Zimmerman, Paul Menitoff (CCAR--Exec. Committee members)**

**Reconstructionist: Jeff Schein (Cleveland College); David Teutsch.**

**(Note: There is a need for an "Association of Rabbis in Jewish Education.")**

**16. Israeli-Jewish Educators in Diaspora Education (150 in Jerusalem): Jewish Agency heads of depts.; independent organizations (Pardes; Melitz; etc.): Cover letter--Alan, from Mandel Institute list; + David Resnick's list from JESNA/Israel.**

**17. Private foundations that support Jewish education (Covenant, Cummings, Wexner, CRB; see also Jewish Funders Network): Cover letter--Alan. (Note: Wexner Heritage has received some copies for distribution, through our meeting with Nathan Lauffer.)**



**18. National organizations with Jewish educational missions: (CLAL; ACAJE; Hillel; Hadassah; NFJC; Jewish Museums; etc.): Who should receive? How? From whom?**

**19. National directors of camping, each movement: Nessa to call Shelly Dorph (Ramah); Asher Meltzer (UJA-Fed. Camping); etc.: Cover letter--Gail.**

**20. National directors of youth activities, each movement (USY; NIFTY; NCSY; BBYO; AZYF):**

**21. "Friends of Jewish Education": Lay people who care about the issues, either because they themselves had a strong Jewish education or because they're involved: Data base to be continually assembled by staff.**

#### **Media--Jewish**

**22. Newspapers: 20+ most significant newspapers received text of policy brief and press release in time for an advance story on the Friday before the GA. Cover letter--Nessa. Done 11/94.**

**JTA (Jewish Telegraphic Agency) story by Larry Yudelson went out to 100 outlets the week before the GA.**

**Magazines: Reform Judaism: Quarterly with 400,000 circ. March issue will feature a special supplement on the Jewish teacher, at our suggestion, which will include a piece on the policy brief by Nessa and a piece on Best Practices by Barry.**

**Opportunities for future CIJE coverage include:**

**National audience: The Jerusalem Report (CIJE/Mort were well-represented in a Sept. article on North American Jewish education); Moment.**

**Targetted audiences: Jewish education publications (Agenda/JESNA; Jewish Education News/CAJE); Rabbinic/denominational publications (Conservative Judaism; etc.); Jewish studies journals for academic articles.**

#### **Media--General**

**23: RNS (Religion News Service) story by Ira Rifkin went out to 130 religious publications, agencies, and organizations (World Council of Churches; American Jewish Committee; UAHC; etc.); 55-60 daily papers (such as the New York Times; LA Times; Washington Post; + NPR; ABC; etc.): Total circulation of 20 million potential readers. RNS does not track stories. (We saw the story in the Cleveland Plain-Dealer.)**

**Opportunities for future CIJE coverage include:**

**Journals and magazines in general education.**

**National outlets with an education page or column or that cover educational issues (The New York Times (in which we appeared in the fall); Wall Street Journal; Time; Newsweek; etc.). Also, coverage of religion, philanthropy, special reports (The New York Times Education Supplement).**

**Business newspapers or magazines that may cover commitment of major business leaders to education/philanthropy.**

**External Audiences: General Education**

**25. Education faculty in the most important university depts./training institutions in American education, especially those involved in in-service training and/or Jews who could become interested in our work. (Note: This may coincide at times with 26.): Gail to ask Sharon F. Nemser for names of 20 people; Adam/Ellen to advise: Cover letter from them.**

**26. Senior education leaders and policy makers in the American education system, particularly those engaged in change, personnel, community involvement in education, or who are exploring questions of values and identity in relation to education: How to identify?**

**27. Private foundations funding initiatives in American education or religion/values: Lilly (Barry to send to Craig D.); Pew; Annenberg; Nessa to consult Ginny.**

**28. "Big givers" list of Jews who have donated to American education institutions (New York Public Library; Harvard Medical School; Tisch Hospital): Data base to be assembled.**

**29. Mainstream American artists who work in authentic Jewish modes.**



January 1995

how many wd you like?  
FAX

## Policy Brief Dissemination Plan

### Internal Audiences

1. **Steering Committee; Executive Committee; Board Members; Board Committee Members: Done 11/94**
2. **Commissioners/ Senior Policy Advisers: Mort to send** ("As someone intimate with the work of the Commission, who knows better than most how important building the profession is..." (Be sure not to duplicate with 1.)
3. **CIJE Consultants/Research Team: Adam; Ellen; Roberta; Bill; Julie: Done 12/94**
4. **Mandel Institute: Staff; Board Members: Done 12/94**
5. **JESNA: Jon Woocher** says the staff has seen it, but 80 board members have not: He will send it out for us if we want to.
- 5A. **JCCA: National staff at 15 E. 26 St.?**

### External Audiences: Within Communities

1. **Federation Executives: Steve to send**  
**Federation Planners: Steve to send**  
**Senior Educational Professionals at federations or central agencies: Gail to send jointly with Danny Margolis**
- 1A. **Federation Presidents: Lester Pollack to send**  
**Local Continuity Commission Chairs: Discussion to be continued (Chuck? J. Woocher w/us?)**  
**Allocations Chairs; Key Lay Leaders: Distributed to 3000 GA attendees: 11/94**
- 1B. **Lead Communities: 150 Atlanta; 100 Milwaukee; 300 Baltimore (Call Chaim to ensure distribution?)**
2. **Senior Rabbis:** (NR to meet with informants, below, ask for 20 most important rabbis influential/engaged in education; 20 next)  
**Orthodox: Bob Hirt; Alvin Schiff** *Alvin Hoffman*  
**Conservative: Bill Lebeau; Bob Abramson** *Alvin Hoffman* *Alan to send* *Twisted: one of the most imp challenges being*  
**Reform: Danny Syme; Norman Cohen** (Alan to speak to him first); **Roberta Goodman** (for both rabbis and educators); **Bill Cutter** *(Gail/Barry)*

(Where would we find Reconstructionist? And who should send to senior rabbis?)

*Assoc. of Rabbi/Educators*

*Teutsch*  
*Rudolph Leitch*  
*Dr. Jeff Schein - Cleveland College*

3. Senior Administration (and Faculty?) of Community Training Colleges and University Programs (Brandeis; Boston Hebrew College; Cleveland College; Gratz; Baltimore; McGill; York; others?): Gail to send through ALOHA?

4. Senior Educators (4A. School Directors; <sup>Gail</sup>4B. Principals; 4C. JCC Education Professionals)

4A. & B.: Orthodox: Talk to Aharon Eldar (2 organizations: Ten; ???; + Torah U'Mesorah)

Conservative: JEA; Solomon Schechter Principals Association  
Reform: NATE

(Where would we find Reconstructionist? Independent/Community Schools? And who should send to these educators?)

4C. Alan Hoffmann/Alan Finkelstein to send

4D. Israeli Jewish Educators in Diaspora Education (150 in Jerusalem): Jewish Agency heads of depts.; independent organizations such as Pardes; Melitz: Alan to send from M.I. list; + see David Resnick list from Israel/JESNA *Alon → Annette*

4E. Teachers: Not initially (CAJE list?) What is our responsibility in reaching teachers directly?

5. Attendees of Mandel Education Programs:

5A. Goals Seminar: Barry to send

5B. Harvard Leadership Institute: Gail to send

5C. Jerusalem Fellows: Alan to send

+ 5D. Mechanchim Bechirim: Alan to send?

*I want to bring it for other. this pt. It reflects ... Commission  
It common we serious  
I'm sure that you  
is a good will  
like a long  
role in*

6. Senior Administration of Best Practices Settings: Barry to send

7. Media: Essential Jewish newspapers have received; JTA story has been received at approx. 100 outlets.

General Press: Religion News Service goes to 130 religious publications, agencies, and organizations (World Council of Churches; American Jewish Committee; UAHC; etc.); 55-60 daily papers (such as the New York Times; LA Times; Washington Post; + NPR; ABC; etc.): Total circulation of 20 million potential readers. Newhouse-owned Cleveland Plain-Dealer picked it up because that paper covers a lot of religious news, not only in Saturday religion column but throughout. Unfortunately, even the reporter cannot tell me who else picked up the article.

### External Audiences: National, Jewish

1. The denominational training institutions: [Senior Administration]; Senior Education



Amer J Yrbk

**Faculty:**

over 4 ALPHA

**1A. Network for Research in Jewish Education: Barry to send jointly with Stuart Schoenfeld (50 members)**

**1B. [AJS Membership?]**

**2. Congregational Arms: Senior Administrators; Senior Educators:** Russel Gail

**[3. National directors of camping, each movement:** Shelly; NR - Call Heltzer; Asher; USA - Fed. Comping - Gail ]

**[4. National directors of youth activities, each movement:** WSY; NIFTY; NGSY; KSYO; AZYF]

**5. National organizations with Jewish educational missions: (JCCA; CLAL; ACAJE; Hillel; Hadassah; NFJC; Jewish Museums; etc.)** Loy assa connected to bureaus Gail

**6. Private foundations that support Jewish education (Covenant; Cummings; Wexner; CRB; who else, particularly local foundations?): Wexner Heritage has received some copies for distribution, through our meeting with Lauffer.** Koret Boda J Fdn. Alon

**7. Media: National outlets (Moment; The Jerusalem Report); Journals of Jewish education (CAJE; JESNA)**

**8. "Friends of Jewish Education": Lay people who care about the issues, either because they themselves had a strong Jewish education or because they're involved: Data base to be assembled**

**External Audiences: National, General**

**1. Senior education leaders and policy makers in American education, particularly those engaged in change, personnel, community involvement in education, or who are exploring questions of values and identity in relation to education:**

**2. Key academics in the most important depts./training institutions in American education, especially Jews who could become interested in our work (This may be the same as 1.)**

**2A. Academics, policy makers most involved in in-service training nationally: Ask Sharon F. Nemser--20 people; Adam/Ellen Gail - Ad/EI**

**3. Private foundations funding initiatives in American education or religion/values** Ginny Lilly; Pew; Annenberg Bryn - Craig Dykstra

**4. Media:**

**4A. Influential journals and magazines in general education**

**4B. National outlets with an education page or column or that cover educational issues (The New York Times; Wall Street Journal; Time; Newsweek; etc.)**

**[4C. Business magazines that may cover commitment of major business leaders to education/philanthropy]**

Ginny  
Jew. Funders Network

5. "Big givers" list of Jews who have donated to American education institutions (New York Public Library; Harvard Medical School; Tisch Hospital): Data base to be assembled
- 5A. Mainstream American artists who work in authentic Jewish modes



January 1995

## Policy Brief Dissemination Plan

### "Internal" Audiences

#### 1. Steering Committee; Executive Committee; Board Members; Board Committee

Members: ~~Done~~ 11/94. Cover letter: Alon

Sent by Letter from Alon

2. Commissioners/ Senior Policy Advisers: ~~Mort to send~~ ("As someone intimate with the work of the Commission, who knows better than most how important building the profession is..." (Be sure not to duplicate with 1.)

Cover letter: from

3. CIJE Consultants/Research Team: Adam; Ellen; Roberta; Bill; Julie; etc.: Done 12/94

Cover note: Nasser

4. Mandel Institute: Staff; Board Members: Done 12/94

Dutko or DD Rg:

5. JESNA: Jon Woocher says the staff has seen it, but 80 board members have not: He will send it out for us if we want to.

Staff: 11/94. Bd: 80 members. Jon will send at our request.

not internal

5A. JCCA: National staff at 15 E. 26 St. 2

Distribute from Cover note: Alon

← yes

### External Audiences: Within Communities

not necessarily labelled  
not tightly labelled

1. Federation Executives: ~~Steve to send~~

Cover letter -

Federation Planners: ~~Steve to send~~

Senior Educational Professionals at federations or central agencies: ~~Gail to send jointly with Danny Margolis~~

Cover L:

1A. Federation Presidents: Lester Pollack to send

CL:

Local Continuity Commission Chairs: Discussion to be continued (Chuck? J. Woocher w/us?)

Allocations Chairs; Key Lay Leaders: Distributed to 3000 GA attendees: 11/94

1B. Lead Communities: 150 Atlanta; 100 Milwaukee; 300 Baltimore (~~Call Chaim to ensure distribution?~~) 2 yrs 11/95

2. Senior Rabbis: (NR to meet with informants, below, ask for 20 most important rabbis influential/engaged in education; 20 next)

Orthodox: Bob Hirt; Alvin Schiff

Conservative: Alan Silverstein (RA pres.); ~~Bob Abramson~~ (Paul Weyers (convention))

Reform: Danny Syme; Norman Cohen (Alan to speak to him first); Roberta Goodman (for both rabbis and educators); Bill Cutter

Reconstructionist: Dr. Jeff Schein (Cleveland College); David Teutsch

Above: Alan to send to all? Note: Need an Association of Rabbis in Education ("Essential

Cover L to All: Alon

BDF

What does this mean?

Central agencies ALCHA

prof org. JEA, NATE Orthodox (Did Morin - prof.)



Rabbis")

(A) 3. Senior Administration (and Faculty?) of Community Training Colleges and University Programs (Brandeis; Boston Hebrew College; Cleveland College; Gratz; Baltimore; McGill; York; others?): Gail to send through ALOHA? (Does this include denominational training institutions?) *yes*

(A) 4. Senior Educators (4A. School Directors; 4B. Principals; 4C. JCC Education Professionals)

4A. & B.: Orthodox: Talk to Aharon Eldar (2 organizations: Ten; ???; + Torah U'Mesorah) *Don't go there Fishman*

Conservative: JEA; Solomon Schechter Principals Association  
Reform: NATE

Gail to send to 4.

(Where would we find Reconstructionist? Independent/Community Schools?) ←

4C. Alan Hoffmann/Alan Finkelstein to send *to whom?*

4D. Israeli Jewish Educators in Diaspora Education (150 in Jerusalem): Jewish Agency heads of depts.; independent organizations such as Pardes; Melitz: Alan to send from M.I. list; + see David Resnick list from Israel/JESNA

[4E. Teachers: Not initially (CAJE list?) What is our responsibility in reaching teachers directly?]

(A) ✓ 5. Attendees of Mandel Education Programs:

5A. Goals Seminar: Barry to send

5B. Harvard Leadership Institute: Gail to send

5C. Jerusalem Fellows: Alan to send ("I want to bring to your attn. this policy brief. It reflects...Commission. If communities are serious...I'm sure that you as a graduate will take a leading role in ...)

+ 5D. Mechanchim Bechirim: Alan to send?

(A) 6. Senior Administration of Best Practices Settings: Barry to send

7. Media: Essential Jewish newspapers have received; JTA story has been received at approx. 100 outlets.

General Press: Religion News Service goes to 130 religious publications, agencies, and organizations (World Council of Churches; American Jewish Committee; UAHC; etc.); 55-60 daily papers (such as the New York Times; LA Times; Washington Post; + NPR; ABC; etc.): Total circulation of 20 million potential readers. Newhouse-owned Cleveland Plain-Dealer picked it up because that paper covers a lot of religious news, not only in Saturday religion column but throughout. RNS does not track stories.

Nancy Brande

*Does this mean send to entire list of JEA, NAR*

### External Audiences: National, Jewish

← 1. The denominational training institutions: [Senior Administration]; Senior Education Faculty:

1A. Network for Research in Jewish Education: Barry to send jointly with Stuart Schoenfeld (50 members) [Note: Overlap with ALOHA]

[1B. AJS Membership?]

3A. 2. Congregational Education Arms (United Synagogue, etc.): Senior Administrators; Senior Educators: Gail to send

3. National directors of camping, each movement: NR to call Shelly; Asher Meltzer at UJA-Fed. Camping: Gail to send

4. National directors of youth activities, each movement: USY; NIFTY; NCSY; BBYO; AZYF

5. National organizations with Jewish educational missions: (JCCA; CLAL; ACAJE; Hillel; Hadassah; NFJC; Jewish Museums; etc.)

6. Private foundations that support Jewish education (Covenant; Cummings; Wexner; CRB; who else, particularly local foundations? NR to consult with Ginny about Jewish Funders Network.) Wexner Heritage has received some copies for distribution, through our meeting with Lauffer: Alan to send

7. Media: National outlets (Moment; The Jerusalem Report); Journals of Jewish education (CAJE; JESNA)

8. "Friends of Jewish Education": Lay people who care about the issues, either because they themselves had a strong Jewish education or because they're involved: Data base to be assembled

### External Audiences: National, General

1. Senior education leaders and policy makers in American education, particularly those engaged in change, personnel, community involvement in education, or who are exploring questions of values and identity in relation to education:

2. Key academics in the most important depts./training institutions in American education, especially Jews who could become interested in our work (This may be the same as 1.)

2A. Academics, policy makers most involved in in-service training nationally: Gail to ask Sharon F. Nemser--20 people; Adam/Ellen to advise: Letter from them

**3. Private foundations funding initiatives in American education or religion/values: Lilly (Barry to send to Craig D.); Pew; Annenberg; Nessa to consult Ginny**

**4. Media:**

**4A. Influential journals and magazines in general education**

**4B. National outlets with an education page or column or that cover educational issues (The New York Times; Wall Street Journal; Time; Newsweek; etc.)**

**[4C. Business magazines that may cover commitment of major business leaders to education/philanthropy]**

**5. "Big givers" list of Jews who have donated to American education institutions (New York Public Library; Harvard Medical School; Tisch Hospital): Data base to be assembled**

**5A. Mainstream American artists who work in authentic Jewish modes**





January 1995

## **Policy Brief Dissemination Plan**

### **Internal Audiences**

**1. Steering Committee; Executive Committee; Board Members; Board Committee Members: Done 11/94**

**2. Commissioners/ Senior Policy Advisers: Mort to send** ("As someone intimate with the work of the Commission, who knows better than most how important building the profession is..." (Be sure not to duplicate with 1.)

**3. CIJE Consultants/Research Team: Adam; Ellen; Roberta; Bill; Julie : Done 12/94**

**4. Mandel Institute: Staff; Board Members : Done 12/94**

**5. JESNA: Jon Woocher** says the staff has seen it, but 80 board members have not: He will send it out for us if we want to.

**5A. JCCA: National staff? + 15 Eds?**

### **External Audiences: Within Communities**

**1. Federation Executives: Steve to send**

**Federation Planners: Steve to send**

**Senior Educational Professionals at federations or central agencies: Gail to send jointly with Danny Margolis**

**1A. Federation Presidents: Lester Pollack to send**

**Local Continuity Commission Chairs: Discussion to be continued (Chuck? J. Woocher?) + send w/15?**

**Allocations Chairs; Key Lay Leaders: Distributed to 3000 GA attendees 11/94**

**1B. Lead Communities: 150 Atlanta; 100 Milwaukee; 300 Baltimore (Call Chaim to ensure distribution?)**

**2. Senior Rabbis: (NR to meet with informants, below, ask for 20 most important rabbis influential/engaged in education; 20 next)**

**Orthodox: Bob Hirt; Alvin Schiff**

**Conservative: Bill Lebeau; Bob Abramson**

**Reform: Danny Syme; Norman Cohen (Alan to speak to him first); Roberta Goodman (for both rabbis and educators); Bill Cutter**

(Where would we find Reconstructionist?)



3. Senior Administration (and Faculty?) of Community Training Colleges and University Programs (Brandeis; Boston Hebrew College; Cleveland College; Gratz; Baltimore; McGill; York; others?): Gail to send through ALOHA?

4. Senior Educators (4A. School Directors; 4B. Principals; 4C. JCC Education Professionals)

4A. & B.: Orthodox: Talk to Aharon Eldar (2 organizations: Ten; ???; + Torah U'Mesorah)

Conservative: JEA; Solomon Schechter Principals Association

Reform: NATE

(Where would we find Reconstructionist? Independent/Community Schools) *Who shd send etc?*

4C. Alan Hoffmann/Alan Finkelstein to send

4D. Israeli Jewish Educators in Diaspora Education (150 in Jerusalem): Jewish Agency heads of depts.; independent organizations such as Pardes; Melitz: Alan to send from M.I. list + see *Resnick memo from Isr/Jerusalem*

4E. Teachers: Not initially (CAJE list?) *How to reach teachers?*

5. Attendees of Mandel Education Programs:

5A. Goals Seminar: Barry to send

5B. Harvard Leadership Institute: Gail to send

5C. Jerusalem Fellows: Alan to send

+ 5D. Mechanchim Bechirim: Alan to send?

6. Senior Administration of Best Practices Settings: Barry to send

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#### External Audiences: National, Jewish

1. The denominational training institutions: Senior Administration; Senior Education Faculty:

1A. Network for Research in Jewish Education: Barry to send jointly with Stuart Schoenfeld (50 members)

## **1B. AJS Membership?**

- 2. Congregational Arms: Senior Administrators; Senior Educators:**
- 3. National directors of camping, each movement:**
- 4. National directors of youth activities, each movement:**
- 5. National organizations with Jewish educational missions: (JCCA; CLAL; ACAJE; Hillel; Hadassah; NFJC; Jewish Museums; etc.)**
- 6. Private foundations that support Jewish education (Covenant; Cummings; Wexner; CRB; who else, particularly local foundations?): Wexner Heritage has received some copies for distribution, through our meeting with Lauffer.**
- 7. Media: National outlets (Moment; The Jerusalem Report); Journals of Jewish education (CAJE; JESNA)**
- 8. "Friends of Jewish Education": Lay people who care about the issues, either because they themselves had a strong Jewish education or because they're involved: Data base to be assembled**

### **External Audiences: National, General**

- 1. Senior education leaders and policy makers in American education, particularly those engaged in change, personnel, community involvement in education, or who are exploring questions of values and identity in relation to education:**
- 2. Key academics in the most important depts./training institutions in American education, especially Jews who could become interested in our work (This may be the same as 1.)**
  - 2A. Academics, policy makers most involved in in-service training nationally: Ask Sharon F. Nemser--20 people; Adam/Ellen**
- 3. Private foundations funding initiatives in American education or religion/values**
- 4. Media:**
  - 4A. Influential journals and magazines in general education**
  - 4B. National outlets with an education page or column or that cover educational issues (The New York Times; Wall Street Journal; Time; Newsweek; etc.)**
  - [4C. Business magazines that may cover commitment of major business leaders to education/philanthropy]**
- 5. "Big givers" list of Jews who have donated to American education institutions (New York Public Library; Harvard Medical School; Tisch Hospital): Data base to be assembled**
  - 5A. Mainstream American artists who work in authentic Jewish modes**



January 26, 1995

Rabbi Joel Meyers  
Executive Vice President  
Rabbinical Assembly  
3080 Broadway  
New York, NY 10027

Dear Joel:

Thank you for a fascinating conversation/speculation on the lives of rabbis. I think you'll find the comments on the pivotal role of the rabbi in the successful supplementary school quite interesting. Here, then, is the volume on Best Practices in the supplementary school in which that finding appears.

I've also included the recently published CIJE Policy Brief on the background and professional training of teachers in Jewish schools. This document has received widespread attention in the press of late. Last, a brochure that outlines our goals, strategies and chief projects.

I am very grateful to you for taking the time to be my "key informant" on rabbis who are engaged actively in Jewish education (broadly defined), and look forward to receiving both your suggestions and the two directories (RA and the administrative committee/executive council list) that will enable me to distribute this brief to the people who can make a difference.

Talk to you soon--and hope your daughters are thriving.

Best,

Nessa Rapoport

February 13, 1995

Richard Jacobs  
CJF  
730 Broadway  
New York, NY 10003

Dear Mr. Jacobs:

This note is to thank you, on behalf of CIJE, for your kindness in supplying us with the mailing labels we needed. You have made it possible for us to give our policy brief to the people who can make a significant difference in revitalizing Jewish education within communities.

Best,

Nessa Rapoport

Feb. 13, 1995

Jean Bloch Rosensaft  
HUC-JIR  
1 W. 4 St.  
New York, NY 10012

Dear Jean:

Thank you for your thoughtfulness in sending me the directory so promptly. You beat me to the punch: I was about to put these materials in the mail to you. Here is the first CIJE Policy Brief, whose findings continue to receive attention, along with a brochure about CIJE that outlines our goals, strategies, and chief projects.

The brief juxtaposes the severe lack of training of most teachers in Jewish school settings with an unexpected degree of commitment and stability to make a strong case for far greater and more comprehensive in-service training for teachers in the field than currently exists.

In our Best Practices project, we found that a key factor in what makes a congregational school outstanding is the rabbi's vision of and commitment to the school. The policy brief is therefore being sent to the rabbis most engaged in Jewish education; obviously, Reform rabbis are particularly important.

Talk to you--and see you--soon, I hope.

Best,

Nessa Rapoport

FROM: INTERNET:gamoran@ssc.wisc.edu, INTERNET:gamoran@ssc.wisc.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 3/3/95 11:57 AM

Re: Monday etc.

Sender: gamoran@ssc.wisc.edu  
Received: from eunice.ssc.wisc.edu by arl-img-1.compuserve.com (8.6.9/5.941228sam)  
id LAA27837; Fri, 3 Mar 1995 11:39:10 -0500  
From: <gamoran@ssc.wisc.edu>  
Received: from GAMO.DECnet MAIL11D\_V3 by eunice.ssc.wisc.edu;  
id AA02195; 5.65/42; Fri, 3 Mar 1995 10:37:40 -0600  
Date: Fri, 3 Mar 1995 10:37:40 -0600  
Message-Id: <9503031637.AA02195@eunice.ssc.wisc.edu>  
To: nessa@ssc.wisc.edu  
Subject: Monday etc.

Nessa,

I'm writing for several reasons:

First, thanks so much for the letter of condolence. It was kind of you to write.

Second, last fall I mentioned that I had come across a book in which you had an essay. It was a book of prominent Jewish women writers, or something like that. I want to get the book for Marla but I can't remember the name and it's not at the bookstore any more. Can you help?

Third, when I come to NY on Monday, I'd like to pick up another 25 copies of the Policy Brief. Are they available?

Fourth, here's a tally of what I've distributed so far:

rabbis 3  
education directors 2  
lay leaders 7  
camp directors 1  
teachers 2  
university faculty 4

Fifth, in the material for the steering committee there was a list of places our work has been discussed in the press. One item was a series of letters-to-the-editor in Milwaukee. My I have a copies of those letters? Many thanks.

See you Monday,

Adam



3/14/95

TO: CIJE Staff

FROM: Nessa Rapoport

I thought it might be helpful for you to get some templates for cover letters I have sent out with the policy brief or with a packet of our materials, along with a description of CIJE. These can be adapted, expanded, etc. [If you have useful changes or supplements, give them to me and I'll add to our stock.]

**Cover Letter for Policy Brief Distribution (JCCA Execs):**

We wanted to share with you the first CIJE Policy Brief, on the background and training of teachers in Jewish schools. These findings are the result of a pioneering two-year study of all the teachers in day schools, supplementary schools and pre-schools within Baltimore, Milwaukee and Atlanta.

The brief juxtaposes the severe lack of preparation of most teachers in these settings with their unusually strong commitment to Jewish education as a career. We believe that the initial results of the study offer a compelling argument for communal investment in our teachers. Despite the differences among the three cities we studied, the findings in each are similar enough that we are convinced they would be replicated in most other Jewish communities.

This report has received widespread press coverage and is now being used within a range of communities as a catalyst for reexamining the training of personnel in Jewish education throughout North America.

**Shorter Cover Letter for Policy Brief Distribution (JESNA Israel Interns and Jewish Ed. Students in Israel)**

Released in November 1994, the findings summarized in this brief juxtapose the severe lack of training of most teachers in Jewish school settings with an unexpected degree of commitment and stability, making a powerful case for far greater and more comprehensive in-service training of educators in the field than currently exists. The brief offers a striking argument for investing in our educators.

## **Cover Letter Sending CIJE Materials to an "Insider" to Jewish Education and the Jewish Community**

Here are some CIJE materials, as promised. I've sent you:

1. A Time to Act: The final report of the Commission on Jewish Education in North America (1988-90), convened by Mort Mandel to ask the question: What would it take to revitalize Jewish education so that it could successfully contribute to a rich and sustaining Jewish life in North America? CIJE was formed to implement the Commission's conclusions.

The Commission examined many options in Jewish education, from campus life to family education to "Israel experiences," but found such a crisis in senior personnel within the field that there are not enough qualified people to do the job, whatever the educational setting. (It is estimated that there are approximately 120 graduates a year from Jewish educational training programs for a field of about 30,000 positions.)

Therefore, one of the Commissions's two chief recommendations was that CIJE craft a design for and help build Jewish education into a genuine profession--with the requisite standards, career tracks, salaries, benefits, recruitment and prestige.

The second recommendation was that CIJE act as a catalyst to mobilize community leadership on behalf of Jewish education--and create a new generation of informed advocates for change.

2. CIJE Brochure: This brochure outlines our goals, strategies and chief projects.

3. CIJE Policy Brief on the Background and Professional Training of Teachers in Jewish Schools: Released in November, the findings summarized in this brief have already received widespread attention in the Jewish and some general press. The brief juxtaposes the severe lack of training of most teachers in Jewish school settings with an unexpected degree of commitment and stability to make a strong case for far greater and more comprehensive in-service training for teachers in the field than currently exists.

In Wisconsin, for example, teachers in the state system--and therefore general studies teachers in day schools--receive 180 hours of in-service training over 5 years, compared to 29 hours for Jewish teachers in the same schools. Meanwhile, over 80% of teachers in Jewish schools (pre-, supplementary and day) lack either pedagogic training, Judaic training--or both. Obviously, these teachers are not getting the necessary professional development to compensate for their lack of background.

4. Best Practices: Under our Best Practices Project, led by Dr. Barry Holtz, we have produced two volumes: Best Practices in Supplementary Schools and Best Practices in Pre-schools. These volumes document "success stories" in settings where many are skeptical that excellence can flourish. (We are currently working on Best Practices in JCC's and will shortly begin looking at



alan: here's a draft of a letter  
to accompany the policy brief + brochure.  
(I must begin systematic dissemination.)  
please edit any way you like. (include press  
clips)  
n

March 2, 1995

TO: Our JCCA Neighbors [only national headquarters, or senior staff outside?]  
FROM: Alan Hoffmann and the staff of CIJE

We wanted to share with you the first CIJE Policy Brief, on the background and training of teachers in Jewish schools. These findings are the result of a pioneering two-year study of all the teachers in day schools, supplementary schools and pre-schools within Baltimore, Milwaukee and Atlanta. The pre-schools located in JCCs were included in the study.

The brief juxtaposes the severe lack of preparation of most teachers in these settings with their unusually strong commitment to Jewish education as a career. We believe that the initial results of the study offer a compelling argument for communal investment in our teachers. Despite the differences among the three cities we studied, the findings in each are similar enough that we are convinced they would be replicated in most other Jewish communities.

This report has received widespread press coverage and is now being used within a range of communities as a catalyst for reexamining the training of personnel in Jewish education throughout North America.

[The following paragraph could be added as a good "shot in the arm," unless you think it's problematic because JCC's will begin clamoring to be included:]

In addition, CIJE has begun to document Best Practices in JCC's--documenting success stories of Jewish education within JCCs, as we have already done with pre-schools and supplementary schools. The Best Practices we have recorded serve as models of excellence from which the field can learn, and as, demonstrations that Jewish education can be outstanding, in formal school settings as well as informal ones.

With best wishes for a joyous Purim [~~or Pesach, depending on when we get this out, Alan.~~]

[signature]

Alan Hoffmann

I think it's  
Great.



the line

Nelson

who gets? at-home only

all exec-Sol

Hebrew programs in day schools.)

### **Addition to Cover Letter for Non-insiders to Jewish Education and the Jewish Community**

The Jewish community is disproportionately well-educated compared to the general American, population--but does not bring the same expectations of excellence to our own unique inheritance.

5. Staff: I've also included a brief bio of each of us for background information before our meeting. [Robin has full-page and brief staff bios.]

### **Description of CIJE**

CIJE is an independent organization dedicated to the revitalization of Jewish education across North America through comprehensive, systemic reform. In November 1990, the Commission on Jewish Education in North America released A Time to Act, a report calling for dramatic change in the scope, standards and quality of Jewish education on this continent. It concluded that the revitalization of Jewish education--whatever the setting or age group--will depend on two essential tasks: building the profession of Jewish education; and mobilizing community support for Jewish education. CIJE was established to implement the Commission's conclusions.

Created as a catalyst for change, CIJE promotes reform by working in partnership with individual communities, local federations and central agencies, continental organizations, denominational movements, foundations and educational institutions.

March 9, 1995

Sol Greenfield  
JCCA

Dear Sol:

Here is the CIJE Policy Brief I mentioned to you today, along with the letter Alan will send. If there are appropriate executives outside the New York office who are engaged in issues of Jewish education, especially within the communal structure, please let me know. (We are now beginning to compile a data base of those in North America who are in a position to help effect the revitalization of Jewish education in a systemic way.)

I've also included a selection of the continuing press attention these findings are receiving.

Thanks--and talk to you soon.

Nessa Rapoport



Execs/ Professionals

25 in home office

150 in the field



*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

March 13, 1995

TO: Our JCCA Neighbors

FROM: Alan Hoffmann and the staff of CIJE

We wanted to share with you the first CIJE Policy Brief, on the background and training of teachers in Jewish schools. These findings are the result of a pioneering two-year study of all the teachers in day schools, supplementary schools and pre-schools within Baltimore, Milwaukee and Atlanta. The pre-schools located in JCCs were included in the study.

The brief juxtaposes the severe lack of preparation of most teachers in these settings with their unusually strong commitment to Jewish education as a career. We believe that the initial results of the study offer a compelling argument for communal investment in our teachers. Despite the differences among the three cities we studied, the findings in each are similar enough that we are convinced they would be replicated in most other Jewish communities.

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In addition, CIJE has begun to document Best Practices in JCC's--documenting success stories of Jewish education within JCCs, as we have already done with pre-schools and supplementary schools. The Best Practices we have recorded serve as models of excellence from which the field can learn, and as demonstrations that Jewish education can be outstanding, in formal school settings as well as informal ones.

With best wishes for a joyous Purim.

Alan Hoffmann

3/14/95

TO: CIJE Staff  
FROM: Nessa Rapoport

I thought it might be helpful for you to get some templates for cover letters I have sent out with the policy brief or with a packet of our materials, along with a description of CIJE. These can be adapted, expanded, etc. [If you have useful changes or supplements, give them to me and I'll add to our stock.]

**Cover Letter for Policy Brief Distribution:**

We wanted to share with you the first CIJE Policy Brief, on the background and training of teachers in Jewish schools. [OR: Thank you for your inquiry about the CIJE Policy Brief on ...] These findings are the result of a pioneering two-year study of all the teachers in day schools, supplementary schools and pre-schools within Baltimore, Milwaukee and Atlanta. Despite the differences among the cities, the findings in each are similar enough that we believe they would be replicated in most other Jewish communities.

The brief juxtaposes the severe lack of preparation of most teachers in these settings with their unusually strong commitment to Jewish education as a career. The initial results of the study offer a compelling argument for communal investment in teachers currently in the field.

This report has received widespread press coverage and is now being used within a range of communities as a catalyst for reexamining the training of personnel in Jewish education throughout North America.

**Shorter Cover Letter for Policy Brief Distribution**

Released in November 1994, the findings summarized in this brief juxtapose the severe lack of training of most teachers in Jewish school settings with an unexpected degree of commitment and stability, making a powerful case for far greater and more comprehensive in-service training of educators in the field than currently exists. The brief offers a striking argument for investing in our educators.



## Cover Letter Sending CIJE Materials to an "Insider" to Jewish Education and the Jewish Community

Here are some CIJE materials, as promised. I've sent you:

1. A Time to Act: The final report of the Commission on Jewish Education in North America (1988-90), convened by Mort Mandel to ask the question: What would it take to revitalize Jewish education so that it could successfully contribute to a rich and sustaining Jewish life in North America? CIJE was formed to implement the Commission's conclusions.

The Commission examined many options in Jewish education, from campus life to family education to "Israel experiences," but found such a crisis in senior personnel within the field that there are not enough qualified people to do the job, whatever the educational setting. (It is estimated that there are approximately 120 graduates a year from Jewish educational training programs for a field of about 30,000 positions.)

Therefore, one of the Commissions's two chief recommendations was that CIJE craft a design for and help build Jewish education into a genuine profession--with the requisite standards, career tracks, salaries, benefits, recruitment and prestige.

The second recommendation was that CIJE act as a catalyst to mobilize community leadership on behalf of Jewish education--and create a new generation of informed advocates for change.

2. CIJE Brochure: This brochure outlines our goals, strategies and chief projects.

3. CIJE Policy Brief on the Background and Professional Training of Teachers in Jewish Schools: Released in November, the findings summarized in this brief have already received widespread attention in the Jewish and some general press. The brief juxtaposes the severe lack of training of most teachers in Jewish school settings with an unexpected degree of commitment and stability to make a strong case for far greater and more comprehensive in-service training for teachers in the field than currently exists.

In Wisconsin, for example, teachers in the state system--and therefore general studies teachers in day schools--receive 180 hours of in-service training over 5 years, compared to 29 hours for Jewish teachers in the same schools. Meanwhile, over 80% of teachers in Jewish schools (pre-, supplementary and day) lack either pedagogic training, Judaic training--or both. Obviously, these teachers are not getting the necessary professional development to compensate for their lack of background.

4. Best Practices: Under our Best Practices Project, led by Dr. Barry Holtz, we have produced two volumes: Best Practices in Supplementary Schools and Best Practices in Pre-schools. These volumes document "success stories" in settings where many are skeptical that excellence can flourish. (We are currently working on Best Practices in JCC's and will shortly begin looking at

Hebrew programs in day schools.)

### **Addition to Cover Letter for Non-insiders to Jewish Education and the Jewish Community**

The Jewish community is disproportionately well-educated compared to the general American, population--but does not bring the same expectations of excellence to our own unique inheritance.

5. Staff: I've also included a brief bio of each of us for background information before our meeting. [Robin has full-page and brief staff bios.]

### **Description of CIJE**

CIJE is an independent organization dedicated to the revitalization of Jewish education across North America through comprehensive, systemic reform. In November 1990, the Commission on Jewish Education in North America released A Time to Act, a report calling for dramatic change in the scope, standards and quality of Jewish education on this continent. It concluded that the revitalization of Jewish education--whatever the setting or age group--will depend on two essential tasks: building the profession of Jewish education; and mobilizing community support for Jewish education. CIJE was established to implement the Commission's conclusions.

Created as a catalyst for change, CIJE promotes reform by working in partnership with individual communities, local federations and central agencies, continental organizations, denominational movements, foundations and educational institutions.



**TO: MEMBERS OF THE BUREAU DIRECTORS FELLOWSHIP**

**FROM: GAIL DORPH AND DAN MARGOLIS**

**RE: FOLLOW UP ON BDF-CIJE MEETING AT GA**

April 11, 1995

At the BDF Seminar on educational change, which took place immediately before the GA, Gail Dorph and Alan Hoffmann shared the current work and thinking of CIJE. They distributed a policy brief on the background and training of teachers in Jewish schools in the three communities with which CIJE has been working. They described how the study of educators and the policy brief served both as a vehicle for building the profession of the Jewish educator and for mobilizing communal support in the service of Jewish education. A copy of the policy brief is enclosed in this mailing.

These findings reported in the brief are the result of a two year study of all the teachers in day schools, supplementary schools and pre-schools within Baltimore, Milwaukee and Atlanta. The brief juxtaposes the severe lack of preparation of most teachers in these settings with their unusually strong commitment to Jewish education as a career. The initial results of the study offer a compelling argument for communal investment in teachers currently in the field. Please feel free to share it with whomever you deem appropriate.

Following the seminar presentation, Gail met with a BDF committee (Gil Graff, Cecile Jordan, Joan Kaye, David Mann, Gerry Teller) to discuss areas of common interest that could form the basis of collaborative work between BDF and CIJE. Since the dual mission of CIJE (building the profession and mobilizing community support) is clearly a mission shared by BDF, several arenas for possible collaboration were easily identified:

1. Energizing lay support for Jewish education (e.g., through building coalitions)



2. Creating and disseminating personnel initiatives
  - a. Sharing models of initiatives
  - b. Creating new initiatives
  - c. Modifying and adapting initiatives for local use
3. Creating a forum to meet and discuss issues of common interest

Perhaps, it makes sense to suggest that such a forum be created in conjunction with the BDF's annual meeting at the GA.

C:\CIJE\BDF.WPD



June 14, 1995

FIELD(name)  
FIELD(organization)  
FIELD(street)  
FIELD(city, state, zip)

Dear FIELD(salutation),

As Adam Gamoran mentioned at the opening session of the Network for Research in Jewish Education, we had neglected to bring with us copies of the CIJE Policy Brief on the background and professional training of teachers in Jewish schools. Enclosed please find a copy of the brief and the CIJE brochure.

Released in November 1994, the findings summarized in this brief juxtapose the severe lack of training of most teachers in Jewish school settings with an unexpected degree of commitment and stability, making a powerful case for far greater and more comprehensive in-service training of educators in the field than currently exists. The brief offers a striking argument for investing in our educators.

The brief reflects a small piece of the data collected in the CIJE Study of Educators. The full integrated research report will be available at the end of the Summer of 1995.

Sincerely,

Alan D. Hoffmann

June 16, 1995

## POLICY BRIEF SENT TO:

<u>GROUP/ORGANIZATION</u>	<u>NUMBER</u>	<u>DATE</u>
staff and consultants	15	11/94
board and committee members	50	11/94
JTS Education Department	8	12/94
Baltimore	300	12/94
Atlanta	150	12/94
Milwaukee	100	12/94
Mandel Institute	50	12/94
Nechama Tamler, San Francisco Federation	50	12/94
Ellen Goldring	25	12/94
Adam Gamoran	25	12/94
Julie Tammivaara	10	12/94
Roberta Goodman	10	12/94
Bill Robinson	10	12/94
Virginia Levi	25	12/94
Jersuaem Fellows	30	12/94
Wexner Heritage	5	12/94
Seymour Rossel	5	1/95
Sharon Feiman-Nemser	5	1/95
Yonaton Shultz, BJE Los Angeles	6	1/95
Lali Rae, NY Met Region, USCJ	2	1/95
Sara Lee, HUC	5	1/95
JECC	155	2/95
BJE, Cincinnati	6	3/95
Project Star	40	3/95
Adam Gamoran	25	3/95
JCCA	200	3/95
David Resnick	150	3/95
CAJE	20	3/95
JEA	260	3/95
BDF	80	4/95
Heritage Academy (Tulsa)	5	4/95
Virtual College faculty	15	5/95
BJE-Ontario, Canada	15	5/95
Seattle	15	5/95
San Francisco	15	5/95
Chicago JCC	100	5/95
Research Conference	50	6/95

Distributed to individuals

requests, staff hand outs

200-300

*Leslie Robin*



FROM: Robin Mencher, 74043,423  
TO: Gail Dorph, 73321,1217  
CC: Nessa Rapoport, 74671,3370  
DATE: 8/15/95 4:43 PM

Re: BDF Policy Brief Distribution

Hi Gail:

I got a call from Honey Rose at JESNA just a few minutes ago. Paul Flexner called her to say that she needed to resend some of the BDF mailings of this spring because many of the directors did not receive them. With some help from me, she located the memo and found your file path at the bottom (great work!). [It's the one that comes from you and D. Margolis, right?--this is the one with the date that corresponds to when I mailed the policy briefs to JESNA.] She would like to re-send out the mailing this week. She is unsure, according to her discussion with Paul, if we need to send out the policy briefs too (since we sent 100 to CAJE) or just the memos. Please let me know asap what we should be doing. She also mentioned that you are not feeling well. I hope everything is ok. Robin



November 10, 1995

Nessa:

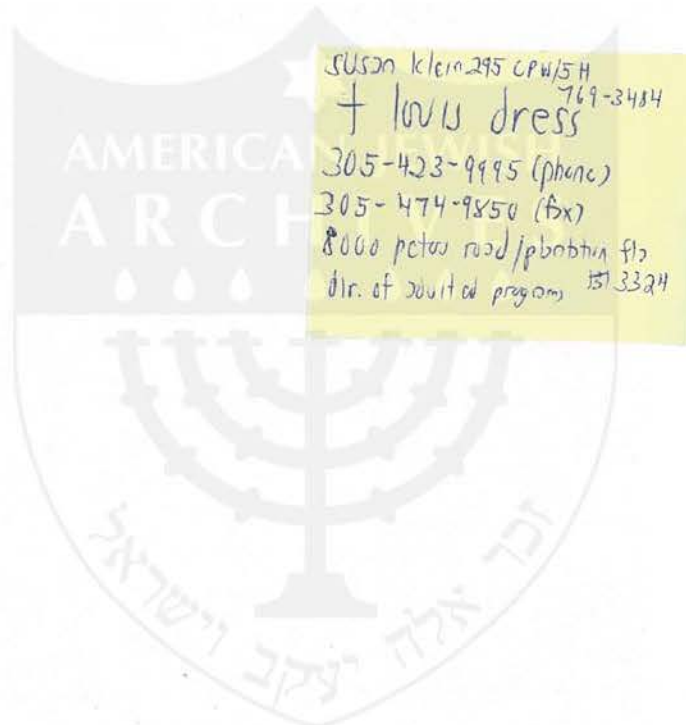
for Miami,

Debra took this call yesterday: Marguerita called from the Central Agency in Florida (did not state which community). Their director, Jean Greenzweig, received a policy brief. Marguerita would like to receive a copy of the full Study of Educators. 305-576-4030

Miles Bunder's office  
exec. dir. of Bd. of License

Called 11/22/95

20 for committee for bd. of license



## LETTER TO FEDERATION PLANNERS

August 21, 1995

FIELD(name)

FIELD(org)

FIELD(address)

FIELD(city state zip)

Dear FIELD(greeting):

The challenge of Jewish education and continuity is both tough and fascinating, demanding many different approaches simultaneously. Mort Mandel has been committed to improving Jewish education for a long time, and I've been fortunate to have been involved--and to learn a lot--in the process.

Frequently we focus on structures and new ideas about how to deliver a service or change a program. And yet I'm sure you have found, as I have, that everything comes down to: Who does the work? In the case of education, it's no different. We can come up with exciting plans for family education, camping, or Israel experiences, but if we neglect the teacher in the classroom, it will all be for naught.

I believe the enclosed material underlines the importance of this fact and offers a very important early intervention point in the whole continuity process. As you engage in moving the continuity agenda forward, I encourage you to pay special attention to this particular strategy for improving the quality of Jewish education.

In November 1994, CIJE released its first policy brief, *The Background and Professional Training of Teachers in Jewish Schools*. Drawing on the extensive *CIJE Study of Educators*, the policy brief offers both hard data and an action plan for communities. The brief juxtaposes the severe lack of training of most teachers in Jewish classrooms with an unexpected degree of commitment and stability, making a strong case for far greater and more comprehensive in-service training for teachers than currently exists.

The findings of the policy brief have already received widespread attention. I believe that the brief is an essential document in the effort to transform North American Jewish education.



Accompanying this letter are:

- A copy of the policy brief, ***The Background and Professional Training of Teachers in Jewish Schools;***
- A brochure describing CIJE's mission and agenda;
- A description of CIJE's current activities;
- And selected press coverage of the findings summarized in the brief.

Since the brief's release, an increasing number of communities are presently undertaking surveys of their educators, in order to assess what professional development can make the biggest difference to them. After testing the survey in three communities, CIJE has revised the questionnaire and guide to its use; ***The Manual for The CIJE Study of Educators*** is now available to interested communities. In addition, CIJE has created ***The Code Book for The CIJE Educators Survey***, which offers instructions on how to enter the information gathered through the questionnaire into a commercially available statistical software program.

Because communities adapt the survey to reflect their interests and needs, CIJE has included in the manual a list of **anchor items**. By retaining the anchor items, communities will contribute to a future national data bank on the personnel of Jewish education while giving themselves a comparative perspective.

Please contact the CIJE New York office at (212)532-2360 (X440) for copies of:

- ***The CIJE Policy Brief on the Background and Training of Teachers in Jewish Schools;***
- ***The Manual for The CIJE Study of Educators***, including the **anchor items**;
- and for information about ***The Code Book for The CIJE Educators Survey***.

I am pleased to have this opportunity to share with you one of the most important aspects of CIJE's work. I urge you to give careful consideration to this material and to bring it to the attention of your lay and professional leadership.

Sincerely,

Stephen Hoffman  
Executive Vice President  
Jewish Community Federation of Cleveland

# LETTER TO FEDERATION EXECUTIVES

August 21, 1995

FIELD(name)

FIELD(org)

FIELD(address)

FIELD(city state zip)

Dear FIELD(greeting):

The challenge of Jewish education and continuity is both tough and fascinating, demanding many different approaches simultaneously. Mort Mandel has been committed to improving Jewish education for a long time, and I've been fortunate to have been involved--and to learn a lot--in the process.

We in Cleveland, and from our national experience, have found again and again that almost any time we look at a new initiative in this area, the key question is: Who is going to do the work? In our community, the answer is almost always: our educators.

CIJE has now both the data and the tools to make a real difference in the quality of teaching. We are taking this material very seriously in Cleveland; I wanted to bring it to your attention as well.

In November 1994, CIJE released its first policy brief, *The Background and Professional Training of Teachers in Jewish Schools*. Drawing on the extensive *CIJE Study of Educators*, the policy brief offers both hard data and an action plan for communities. The brief juxtaposes the severe lack of training of most teachers in Jewish classrooms with an unexpected degree of commitment and stability, making a strong case for far greater and more comprehensive in-service training for teachers than currently exists.

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Sincerely,

Stephen Hoffman  
Executive Vice President  
Jewish Community Federation of Cleveland



# LETTER TO FEDERATION PRESIDENTS

August 30, 1995

FIELD(name)

FIELD(org)

FIELD(address)

FIELD(city state zip)

Dear FIELD(greeting):

Many of us devoted to Jewish life find ourselves asking: What will truly make a difference? How can we revitalize our communities to guarantee a vibrant Jewish future?

Among the central issues on the communal agenda is the place of Jewish education, in its widest definition, in ensuring a strong Jewish commitment. One question faced by all those involved in setting communal policy is: What--concretely--can be done to make Jewish education better?

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Accompanying this letter are:

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- And selected press coverage of the findings summarized in the brief.

*Chair*  
Morton Mandel

August 30, 1995

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

Stuart Alperin, Executive Vice President  
Jewish Federation of Southern New Jersey  
2393 West Marlton Pike  
Cherry Hill, NJ 08002

*Honorary Chair*  
Max Fisher

Dear Stuart:

*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

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*Executive Director*  
Alan Hoffmann



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Sincerely,



Stephen Hoffman  
Executive Vice President  
Jewish Community Federation of Cleveland



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- *The Manual for The CIJE Study of Educators*, including the **anchor items**;
- and for information about *The Code Book for The CIJE Educators Survey*.

I have found my involvement with CIJE and its emphasis on the centrality of personnel to Jewish education exceedingly important and wanted to share with you those results of our work that have direct implications for Jewish communities.

We are at a decisive moment in contemporary Jewish life. May our labors serve to forge a strong Jewish future.

Sincerely,



Lester Pollack  
Chair, CIJE Committee on Building the Profession

*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  
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Esther Leah Ritz  
William Schatten  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

*Executive Director*  
Alan Hoffmann

## **About the Council for Initiatives in Jewish Education (CIJE)**

Created in 1990 by the Commission on Jewish Education in North America, CIJE is an independent, non-profit organization dedicated to the revitalization of Jewish education. CIJE's mission, in its projects and research, is to be a catalyst for systemic educational reform by working in partnership with Jewish communities and institutions to **build the profession of Jewish education** and **mobilize community support for Jewish education**.

### **AMERICAN JEWISH ARCHIVES CURRENT ACTIVITIES**

#### **The Harvard-CIJE Leadership Institute**

In the fall of 1994, the staff of CIJE developed with the Harvard University Principals' Center the first inter-communal and trans-denominational institute on Jewish educational leadership. Fifty leaders of Jewish schools and early childhood programs from across the country attended the Harvard-CIJE Leadership Institute. The intensive program brought the latest research and thinking in general education to bear on such questions as: What is effective school leadership? How do leaders create a vision and implement it within their schools? What does the Jewish tradition teach us about the critical role of leaders in Jewish education?

In 1995-96, CIJE will extend its work in the area of leadership through additional institutes.

#### **"Transforming the Supplementary School": The CIJE Teacher-Educator Institute**

In May 1995, CIJE received a substantial three-year grant from the Nathan Cummings Foundation to forge a national cadre of teacher-educators who will design and implement new approaches to the professional development of teachers. (There is a nationwide shortage of qualified teacher-trainers for Jewish educational institutions.) Directed by Dr. Gail Dorph and Dr. Barry Holtz, this pioneering initiative was undertaken to transform the quality of teaching in the classroom by giving institutions and communities access to skilled professionals who can guide the improvement of teachers' growth, learning and practice.



## **"Transforming the Supplementary School": The CIJE Videotape Project**

Teachers improve their practice not only by deepening their understanding of Judaica and pedagogy and by learning new skills, but by watching and reflecting on the practice of teachers as they work in the classroom. CIJE is creating a set of videotapes for use in professional development programs across the country.

## **The Best Practices Project**

Under the direction of Dr. Barry Holtz, CIJE has produced two volumes: *Best Practices in Supplementary Schools* and *Best Practices in Early Childhood Education*. These volumes offer examples of excellence in these two settings. Future volumes will include *Best Practices in JCCs* and *Best Practices in Professional Development*.

## **The Goals Project**

The North American Jewish community has entered a critical stage of reflection and analysis. Contemporary Jewish education requires not only new approaches but also new formulations of purpose. The Goals Project is designed to address the question: What kind of Jews do we want to foster through our institutions and communities?

The CIJE Goals Seminar (Jerusalem: July 1994) brought together lay and professional leaders from several communities to work together on conceptualizing "vision-driven" institutions and communities--that is, those with a distinct vision of their work and clarity about their goals.

Since then, CIJE, together with the Mandel Institute in Jerusalem, has been engaged in a series of seminars in communities and pilot projects in Jewish educational institutions for lay leaders and professionals, under the direction of Dr. Daniel Pekarsky, a philosopher of education at the University of Wisconsin.

## **Building Research Capacity**

CIJE is committed to helping set an agenda and build the capacity to conduct research with implications for communal policy--one of the most underdeveloped areas in Jewish education. CIJE consultants Dr. Adam Gamoran, Professor of Sociology and Educational Policy Studies at the University of Wisconsin, and Dr. Ellen Goldring, Professor of Educational Leadership and Associate Dean of Peabody College of Education, Vanderbilt University, are directing CIJE's efforts in this area.

A critical domain is educational evaluation. In this decade, when the Jewish community and its leadership are allocating increasing resources to a range of Jewish educational projects, the issue of evaluation has become urgent. As communities and institutions consciously set goals for Jewish education and continuity, it is imperative to establish indicators by which success and failure can subsequently be measured. In this way, we can learn from each other in order to transform the quality of Jewish education in North America.

August 1995