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Update memos and progress reports, 1991-1994.

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12/9/91

CIJE **PROGRESS REPORT**

I. CIJE has launched 4 major projects:

A. Lead Communities project

- Engaged Jack Ukeles to develop rationale, guidelines for application, criteria for selection, and timetable.
- Drafts of these 4 documents due this week.
- Goal = approval of detailed process by CIJE Board on 1/16/92.

B. Best Practices project

- Engaged Barry Holtz, professor at JTS, to design and implement.
- Goal = identify excellent practices in areas of Jewish education which can be applied in Lead Communities.
- Has assembled a panel of experts on supplementary schools which has its first meeting scheduled.

C. Research project

- Engaged Isa Aron of Rhea Hirsch School, HUC, to plan a research capability for Jewish education.
- Dr. Aron will speak with MLM later today about his interests in this field.
- We are in conversation with D. Hirschhorn about funding this project.

D. Monitoring, Evaluation, Feedback

- Engaged Adam Gamoran, U. of Wisconsin, to design a program for staying in close touch with Lead Communities work.

Purpose is to monitor the work, evaluate what is and is not effective, make quick adjustments, and apply successful practices in one community to work in others.

II. Director Search

Phil Bernstein has identified three potential candidates. We're now pursuing them, encouraging them to apply.

III. First Annual Meeting

Scheduled for 1/16/92 in New York. [HLZ: We'll want to invite JCM and JNM.]



COUNCIL FOR INITIATIVES
IN JEWISH EDUCATION

1750 Euclid Avenue
Cleveland, Ohio 44115
216/566-9200 Fax 216/861-1230

(Temporary Address)

January 24, 1992

Dear Colleagues:

I am grateful for the helpful comments, practical suggestions and informed advice received during our most recent meeting. Many of these have already been incorporated into our ongoing work. The minutes of that meeting are enclosed.

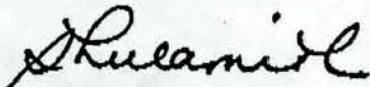
You will be pleased to know that the Annual Meeting on January 16th was well attended by our colleagues in the education community, the commissioners whose work formed the basis of our agenda and members of the Board of Trustees. The report of Professor Seymour Martin Lipset's findings, based on the Council of Jewish Federation's Population Survey, elicited much discussion on the importance of our efforts. A copy of the Executive Summary is enclosed for your information.

The Board of Trustees of the CIJE approved the plans for the launching of the Lead Communities. The Board adopted the proposals that we reviewed at our meeting and suggested that we begin with a maximum of three Lead Communities. It affirmed the wisdom of the September 1992 starting date. The requests for proposals will be mailed at the end of the month and communities will have eight weeks to respond. When the packet is mailed, Senior Policy Advisors will receive a copy of the mailing which will go to the Federations of communities with Jewish populations of 15,000 and more. The national organizations, movements and local Board of Jewish Education and Jewish Community Centers will also receive application materials.

Enclosed for your information is a copy of the CIJE Annual Report and the proposal from Dr. Adam Gamoran on Monitoring, Evaluation and Feedback in the Lead Communities.

I welcome your comments and encourage you to call or write with your comments.

Cordially,



Shulamith R. Elster
Education Officer

6424 Needle Leaf Drive
Rockville, MD 20852
Phone and FAX: 301-230-2012

Enclosures

Honorary Chair
Max M. Fisher

Chair
Morton L. Mandel

Acting Director
Stephen H. Hoffman

Chief Education Officer
Dr. Shulamith Elster



PREMIER

→ Virginia F. Levi

TO: MLM

DATE: 6/15/92

MLM -

Please review the attached draft which SE and I have prepared and which AH has approved. We propose to send it to CISE Board members and Sr. Policy Advisors, varying the final paragraph, as noted.

It was suggested Fri. that this be sent out early this week. Please review and suggest any changes.

Thank,

VF

*6/16/92 Excellent - -
AS 15
mat*



PREMIER INDUSTRIAL CORPORATION
4500 EUCLID AVE. • CLEVELAND, OH 44103 • (216) 391-6300

G-90357 REV. 12/89 PRINTED IN U.S.A.

DRAFT 6/12/92

TO: Board of Directors/Senior Policy Advisors (2 separate memos -
same text except for last paragraphs as noted)

FROM: Morton L. Mandel

RE: Update on CIJE Activities: ~~June 1992~~

DATE: June , 1992

I am pleased to report on the fine progress the CIJE has made in the six months since our last meeting in January.

In February fifty-seven North American Jewish communities, eligible on the basis of their Jewish populations of between 15,000 and 300,000, were invited to participate in the CIJE Lead Communities Project by submitting preliminary proposals. Twenty-three Jewish communities responded--representing 1.5 million Jews in North America. Both the number and quality of proposals actually received were far greater than we had anticipated, prompting us to consider the historic opportunity suggested by the commitment to Jewish education contained in these preliminary proposals.

A list of these twenty-three communities is appended for your information.

Twelve experienced and distinguished educators and professionals served in an advisory capacity to the Board Committee. The Lead Communities Committee of the CIJE is chaired by Charles Ratner. Committee members include: Charles Bronfman, Thomas Hausdorff, David Hirschhorn, Mark Lainer, Melvin Merians and Lester Pollack. Arthur Rotman is serving as the staff for the Committee.

The selection of finalist communities was made by the Committee on June 5th during its deliberations. The following North American communities have been informed that they are to be finalists:

Atlanta	Columbus	Oakland
Baltimore	Metro West	Ottawa
Boston	Milwaukee	Palm Beach

Finalist communities will be visited during the month of July by Committee members, staff and educational consultants.

Work is proceeding on the identification of Best Practices to be integrated into the Lead Communities. Under the direction of Dr. Barry Holtz, working educator groups have identified criteria for supplementary and early childhood programs and discussions are under way with the JCC Association to identify and document the exemplary Jewish educational programs within the center movement.

The Monitoring, Evaluation and Feedback Project being developed by Dr. Adam Gamoran is concentrating efforts at this time on the development of the field research component of the Lead Communities Project.

FOR BOARD MEMBERS:

I look forward to discussing the Lead Communities Project and other CIJE programs and plans with you and other members of the Board at our August 25th meeting at UJA Federation of Jewish Philanthropies, 130 East 59th Street, New York, 9:30 a.m. to 3:30 p.m. The Lead Communities Committee plans to make a final selection report as part of the agenda.

FOR SENIOR POLICY ADVISORS:

I am appreciative of your participation and ongoing assistance to the staff and consultants of the CIJE. Your helpful suggestions and guidance have informed our work. Plans are now under way for a meeting of the advisors in mid-September.



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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216/566-9200 Fax 216/861-1230

Honorary Chair
Max M. Fisher

Chair
Morton L. Mandel

*Chief Education Officer
and Acting Director*
Dr. Shulamith Elster

TO: Senior Policy Advisors
FROM: Morton L. Mandel
SUBJECT: Update on CIJE Activities
DATE: June 16, 1992

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5/20/92

LEAD COMMUNITIES: PRELIMINARY PROPOSALS

Atlanta

Baltimore

Boston

Columbus

Dallas

Denver

Hartford

Kansas City

Metro West (NJ)

Milwaukee

Montreal

Oakland

Ottawa

Palm Beaches

Rhode Island

Rochester

San Diego

So. Palm Beach

Suffolk Co. (NY)

Toronto

Vancouver

Washington

Winnepeg

4/12/93

CIJE Update

~~Program Report~~
by MAF

I. Lead Communities

- Three were carefully selected: Atlanta, Baltimore, Milwaukee
- Teams of CIJE staff and consultants have visited each of the three communities to introduce the project and become familiar with the communities' strengths and needs
- CIJE team prepared Planning Guide for use in planning for the project [VFL has copies at meeting]
- Joint meeting of all three communities with CIJE staff and consultants and representatives of the denominations is scheduled for May 11-12 in Cleveland

A. Atlanta

- Looking now for a full time staff person to coordinate project - CIJE is helping by suggesting candidates and reviewing resumes
- CIJE is holding a series of meetings with local lay and professional leaders to introduce the Lead Community Concept
- Preliminary conversations are scheduled with Emory University to discuss working together on personnel development

B. Baltimore

- Active planning is under way among local professionals
- Plan to launch local commission in June
- Several projects are being launched which aim to upgrade the quality of local personnel

C. Milwaukee

- Have hired full time professional to run the project:
Dr. Ruth Cohen
- Local commission has begun meeting; headed by two very energetic, hands-on lay leaders
- Working now to bring local rabbis and educators on board

II. Best Practices Project

- Directed by Dr. Barry Holtz of the Melton Center at JTS, who will join CIJE full time in June
- Is pulling together teams of experts to determine what would constitute "Best Practice" in each of several areas (supplementary schools, early childhood education, day schools, etc.), then looking for examples and writing them up [VFL has copies of his report on Supplementary Schools]
- Is working with the Lead Communities to develop pilot projects, based on the Best Practices research, intended to give the project a "jump start" by showing concrete action

III. Monitoring, Evaluation & Feedback

- Two consultants are coordinating: Dr. Adam Gamoran (U of WI) assisted by Dr. Ellen Goldring (Vanderbilt)
- Have a full time field researcher in each community, interviewing local lay leaders and educators to establish base-line data on perceptions of Jewish education and conditions of employment
- Have met with representatives of the communities to design an educators' survey to be administered to full- and part-time educators to provide hard data on training, salaries, benefits, etc.

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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Chair

Morton Mandel

TO: CIJE Board of Directors

Vice Chairs

Charles Goodman

Neil Greenbaum

Matthew Maryles

Lester Pollack

FROM: Morton L. Mandel, Chair

SUBJECT: Progress Report

DATE: May 28, 1993

Honorary Chair

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Bennett Yanowitz

We are pleased to report to you on the activities of the Council for Initiatives in Jewish Education since the last Board meeting on February 25. The next Board meeting is scheduled for 12:00 Noon to 4:00 p.m. on Thursday, August 26, at UJA/Federation of Jewish Philanthropies, 130 East 59th Street, New York City. Please save the date.

Lead Communities

The Lead Communities Project remains the focus of CIJE activities, and in each of the three Lead Communities--Atlanta, Baltimore and Milwaukee--activities are under way to develop these cities as local laboratories for Jewish Education.

In Atlanta, under the able chairmanship of Dr. William Schatten and with the strong leadership of Board member Gerald Cohen, the Commission on Jewish Continuity has begun its work on the Lead Community Project and in the development of lay and professional leadership for Atlanta's education agenda for the year 2000.

In Baltimore the official "launch" of the project will take place in the Fall under the leadership of Leroy Hoffberger. This initiative will closely follow the release of the community's Strategic Plan for Jewish Education, an ambitious undertaking that has taken some four years to complete, and has involved all aspects of Jewish education in the community. The CIJE project will now focus on the personnel and community mobilization aspects of this plan.

In Milwaukee the Commission on Visions and Initiatives in Jewish Education, the local Lead Communities coordinating body, has been actively led by co-chairs Louise Stein and Jane Gellman. They have assembled and are working with a Steering Committee and a local Commission that represents many of the elements of the Milwaukee Jewish community. With the support of the Helen Bader Foundation, Milwaukee has a full-time professional director of the Lead Communities Project.

Each of the three communities has been visited several times over the past several months by the CIJE staff and consultants, and we are pleased with the partnerships and the collaboration that have begun.

This report is being written just days following the conclusion of a most productive working seminar of the key professional leadership of the communities, with staff and consultants of the CIJE. The agenda was developed in collaboration with the three communities, so that following the meetings in Cleveland each of the communities and the CIJE would have a calendar and action agenda for the year ahead.

In addition to informative updates from the field researchers on progress in each of the communities, the topics and issues focused on systemic approaches to change through the "enabling options" (personnel development and community mobilization) and the integration of the CIJE projects-- Best Practices; Monitoring, Evaluation and Feedback; and a new project being designed to help the communities set long term goals with the involvement of the institutional and denominational resources marshalled by the CIJE.

Best Practices Project

Critical to the success of the Lead Communities Project are the continuing activities of the CIJE in the area of Best Practices. Since the Annual Meeting, the project has been active in the implementation of best practices in supplementary schools, and in the development of consultations in the areas of day schools and college campus activities. We anticipate the publication -- in the coming months--of the materials on Early Childhood education, an area that has been identified as of concern and interest to the communities and the field. To date, the day school consultation has involved educators from the Orthodox community--convened by Yeshiva University--and the Conservative movement through the efforts of the Solomon Schechter Day School Association. Similar consultations involving the Reform community and community day schools will be convened in the near future. The campus consultation was convened by the Hillel Foundation and included Hillel directors and campus professionals from throughout the country. Additional meetings are planned in both areas.

Monitoring, Evaluation and Feedback

The Field Researchers have been in their assigned communities since the project began, collecting baseline data for use in monitoring progress and providing feedback to both CIJE and the communities as we move ahead. Community representatives worked with CIJE consultants to design an educators survey to be administered this spring (in Milwaukee) and next fall (in Atlanta and Baltimore). The results, when analyzed, should provide us with extremely useful information on which to base our plans for future personnel training.

So far, so good. We look forward to sharing more detail on these activities at our August 26 meeting in New York.

Warmest personal regards.

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August 13, 1993

Dear CIJE Board Member:

The past six months has been a period of intensive efforts by CIJE, and we will be able to report significant progress at our board meeting on August 26th. In particular, we will be reporting on the following:

1. The CIJE professional team: Our Selection Committee has completed its work and we are pleased to announce that we have engaged Alan D. Hoffmann as full-time Executive Director of CIJE. He will be assisted by a team of two outstanding professionals to lead the work of CIJE. They are Dr. Barry W. Holtz and Dr. Gail Z. Dorph.

a. *Alan D. Hoffmann - Executive Director*

Alan Hoffmann has been the Director of the Melton Centre for Jewish Education in the Diaspora at the Hebrew University, Jerusalem since 1986. As director, he has developed training programs in formal and informal Jewish education. The Centre's Senior Educators Program has thus far provided North America with some 60 graduates who occupy key positions in a variety of communities, while its Summer Institute provides ongoing staff development for major U.S. day schools. Alan has been responsible for the development of curricula, and has supervised an elaborate research program in Jewish education. He has provided consultation services to schools and to educational networks throughout North and South America.

Alan will assume his position on August 15, 1993.

b. *Dr. Barry W. Holtz - Program Officer*

Barry Holtz has served as Co-Director of the Melton Research Center for Jewish Education at the Jewish Theological Seminary, New York City, since 1980. He has been responsible for their program in curriculum development and teacher education. He is a well-known author and his publications include: *Back to the Sources* and *Our Way*. At CIJE, Barry Holtz has been responsible for the Best Practices Project and joined the staff full-time as of July 1st, 1993.

c. *Dr. Gail Z. Dorph - Education Officer*

Gail Dorph has served as Chairman of the Department of Education at the University of Judaism in Los Angeles since 1989. In that capacity, she has been responsible for an elaborate program of teacher education and in-service education. She has long experience in the preparation of educational materials and has served as a consultant to Jewish communities throughout the United States. Gail Dorph will assume her position on August 15th, 1993.

Also, we are grateful for the important contribution Dr. Shulamith R. Elster has made to the CIJE over the past two years. Dr. Elster has decided to accept the position of Professor of Jewish Education at the Baltimore Hebrew University. We look forward to working with her in her new capacity.

2. The three Lead Communities -- Atlanta, Baltimore and Milwaukee -- have established their local commissions on Jewish education, and each has engaged staff to work with these commissions. They have undertaken comprehensive surveys of the educators in each community to establish base-line data. The results of the surveys will inform the commissions as they plan the recruitment, in-service training, professional development, and terms of employment of educators--as well as the way communities will address their future personnel needs. The survey in Milwaukee has already been completed; those in Atlanta and Baltimore will be completed by the early winter. The Best Practices, and the Monitoring, Evaluation and Feedback projects have been introduced in each of these communities and discussions are under way with Barry Holtz towards the development of pilot projects. At our board meeting, we will hear updates from representatives of the Lead Communities on the work that they have undertaken in their communities. The partnership between the three Lead Communities and the CIJE was intensified when the first of five annual joint seminars was held in Cleveland during the month of May. The various components of the project were jointly discussed, a common workplan was established, and regular lines of communications were set up. Ongoing visits by CIJE staff were scheduled. The second seminar is to be held in Baltimore on August 23rd and 24th.

3. The Best Practices Project: At our last board meeting you received a publication on best practices in the supplementary school. A publication on best practices in early childhood education is now at the printer. I am enclosing a memorandum by Barry Holtz on the Best Practices project in which he describes the work that has been undertaken in other areas of Jewish education, among them: day schools, the JCCs, college campus programs, camping/youth programs, adult education and the Israel Experience. This project, which is involving outstanding educators from the field and from key educational institutions, is generating significant debate and deliberation at major educational gatherings around the continent--from CAJE to the Network on Research in Jewish Education to conferences of denominational educational organizations. Sessions are being devoted to the presentation of this project and to the implications of its introduction into the Lead Communities.

4. Monitoring, Evaluation & Feedback Project: A key element in the concept of Lead Communities is the notion that intensive monitoring, evaluation and feedback is necessary if we are to learn by doing. Furthermore, monitoring, evaluation and feedback will provide the basis for the decisions concerning the dissemination of findings to additional communities throughout the continent. This project is directed by Dr. Adam Gamoran of the University of Wisconsin and Dr. Ellen Goldring of Vanderbilt University. As you will read in their progress report, the CIJE has introduced a full-time field researcher into each of the communities and they have already submitted initial reports to the local commissions and to CIJE.

I look forward to your participation at our board meeting on August 26th.

Warmest regards.

Morton L. Mandel

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TO: John Colman, Seymour Fox, Adam Gamoran, Ellen Goldring, Annette Hochstein, Steve Hoffman, Mort Mandel, Chuck Ratner, Barry Reis, Esther Leah Ritz, Shmuel Wygoda, Hank Zucker

FROM: Ginny Levi

DATE: October 18, 1993

RE: CIJE Update

Enclosed are various reports and letters which I've gathered to bring you up to date on the work of CIJE. We plan to circulate updates periodically to keep you informed. Some of the materials, particularly the notes on Lead Community visits, are sensitive and we would appreciate your keeping it confidential.

Enclosures include the following:

1. Notes prepared by Gail Dorph on visits to Lead Communities.
2. Memo of Sept. 9 from Art Naparstek on meeting with Lilly Foundation.
3. Memo of Sept. 10 from Barry Holtz on meeting with Lilly Foundation.
4. Letter of Sept. 20 from Craig Dykstra, Lilly Foundation.
5. Preliminary agenda of Staff Seminar in Israel.
6. Excerpt from minutes of Oct. 6 outlining plans for GA.
7. Letter of Sept. 28 from Ron Reynolds.

Executive Director

Alan Hoffmann

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Executive Director

Alan Hoffmann

TO: John Colman, Gail Dorph, Seymour Fox, Adam Gamoran,
Ellen Goldring, Annette Hochstein, Stephen Hoffman,
Alan Hoffmann, Barry Holtz, Morton Mandel, Chuck
Ratner, Barry Reis, Esther Leah Ritz, Richard Shatten,
Shmuel Wygoda, Henry Zucker

FROM: Ginny Levi *Ginny*

DATE: December 9, 1993

SUBJECT: CIJE Update

Enclosed are materials meant to bring you up to date on the work of CIJE. As in the past, some of the materials, particularly the notes on Lead Community visits, are sensitive and we would appreciate your keeping them confidential.

Enclosures include the following:

1. Notes prepared by Gail Dorph on Lead Communities.
2. Letter of November 9 from Ron Reynolds to Barry Holtz.
3. Letter of December 3 from Craig Dykstra, Lilly Foundation, to Alan Hoffmann.

**NOTES FOR STAFF
THIRD CIJE SEMINAR
G.A. Montreal, 16-17 November 1993**

Tuesday, Nov, 16th:

- 2:00pm: Session I: Introduction
Theme of seminar: *"How do we move forward in personnel, community mobilization and goals."* ADH
- 2:15pm: Session II: Community updates
(ADH/GD to prepare outline
So that there is consistency between each report)
Discussion BH
- 3:00-4:30pm: Session III
"Projected first year outcomes in personnel"
- a) 3:00-3:30: "Critical path for individual LC developing personnel plan" BH
[Based on Annette's presentation. To be adapted by BH
- * Educator survey completed
 - * Educator survey discussed
 - * Planning Committee prepare action plan
 - * Personnel situation discussed in community
 - * In-service pilot project
 - * Israel seminar
 - ETC...]
- b) 3:30-4:00: "Analytical potential of Educators Survey" - Ellen Goldring
- c) 4:00-4:30: Discussion
- d) 4:30-4:45: Break

4:45-10:00pm: Session IV

"Engaging community in discussing educators survey and implications"

4:45pm: a) Introduction:

ADH

4:55pm: b) The Milwaukee experience: Roberta Goodman

5:15pm: c) Discussion

6:00pm: Dinner

7:00pm: d) Break out groups: Each community translates "engaging" into its own terms:

- i. Timing
- ii. Implication for action

They will be asked to relate to:

- * Content
- * Audience
- * Projected outcomes
- * Who is responsible

8:30-9:00pm: e) Break-out groups report back

9:00-9:30pm: f) Discussion

Wednesday, Nov. 17th:

7:30-8:30am: Breakfast with three executive directors

8:30am: Session V
Preparing a LC personnel action plan

8:30-9:00am: Presentation

GD

1. Mapping Current and Future Situations:

- a. Educators Survey shortcomings, needs, (e.g. training, recruitment)
- b. Predict future needs ("forecast") with input from local educators
 - * Retirements
 - * Demographic trends
 - * Do you have demographic data?
 - * Other

2. Stages of implementation (should reach pilot projects)

3. CIJE Pilot Projects

- a. Educational leaders retreat
- b. Lay professional seminar in Israel on goals
- c. Best practice seminar

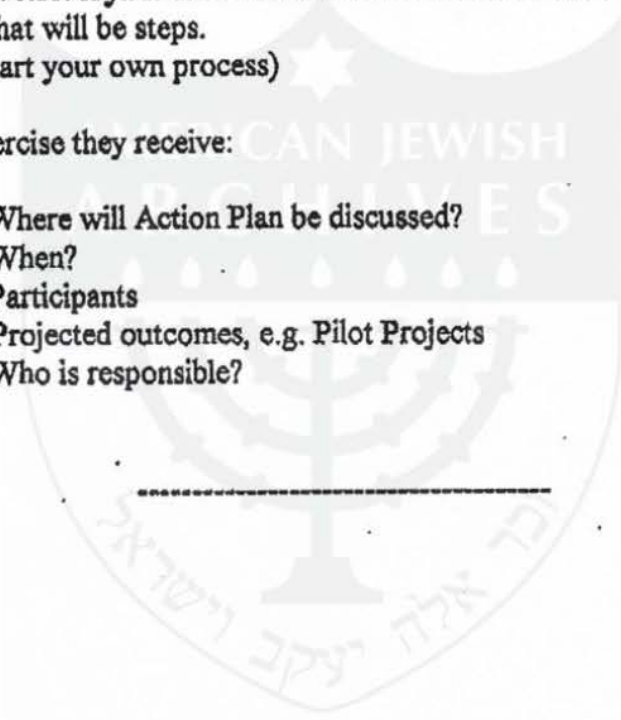
9:00am: Discussion

9:30-9:45am: Break

9:45am: *Exercise: A first cut Personnel Action Plan in our community*
[What will be steps.
Chart your own process)

Exercise they receive:

- a. Where will Action Plan be discussed?
- b. When?
- c. Participants
- d. Projected outcomes, e.g. Pilot Projects
- e. Who is responsible?



ISSUES THAT WILL EMERGE IN EXERCISE:

* Problems e.g. early childhood, teacher in service

* Prioritize based on:

- a. need
- b. cost
- c. feasibility

* Possibilities or option:

- a. local suggestions
- b. CIJE suggestions

We need to raise the pilot projects which will precede the action plan.

E.g. Principals seminar, goals seminar in Israel, Senior Educator, Best practices, etc.

EXAMPLES OF CIJE PILOT PROJECTS (across community)

1. "Educational Leaders Retreat" - Vanderbilt

- For whom? Principals/heads of institutions - supplementary + day school cross denominational
- When? April
- Why? "Kick off" of professional development for educational leaders

2. Lay-Professional seminar in Israel on Goals

- For whom? Chairs + professionals of CIJE, local projects + CIJE board members
- When? July
- Why? "Up level of discourse" so that this becomes content driven

3. "Best Practices Seminar"

- * Lay leaders
- * Educators



BUREAU OF JEWISH EDUCATION OF GREATER LOS ANGELES

"Keeping the Jewish People Jewish, Through Education."

November 9, 1993

Dr. Barry W. Holtz
Melton Research Center
3080 Broadway
New York, NY 10027

Dear Barry:

Thank you for following up on our request in such a timely manner. I am pleased that the leadership of the CJE is prepared to disseminate knowledge of its activities and accomplishments to communities seeking to benefit from knowledge of the Council's important work.

There are several possible opportunities for you to meet and interact with our communal lay leadership and professional staff. There is a possibility that we will conduct a BJE Board Retreat sometime in early March. Last year's retreat brought 50 leaders together at the nearby Brandeis-Bardin Institute for a spirited day of deliberation, discussion and fellowship. Should we schedule a 1994 retreat, I foresee the possibility of a 90 minute presentation and discussion segment for you.

Should there be no retreat, we would be pleased to reserve a full hour of time at our March board meeting (attended by over 50 communal leaders), as well as to arrange additional meetings with key lay leaders, BJE staff, principals, and Federation leadership. Some of these additional meetings could, of course, be organized in addition to your participation in a retreat program.

Please let me know whether these possibilities strike a receptive chord. Within a short period of time we should then be able to finalize arrangements.

Best wishes for continued success!

Sincerely,

Dr. Ron Reynolds
Director of School Services

cc: Dr. Gil Graff

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DEC 7 1993

*A private,
family
foundation
since 1937*

December 3, 1993

Mr. Alan D. Hoffmann
Council for Initiatives in Jewish Education
P.O. Box 94553
Cleveland, Ohio 44101

Dear Alan:

Thank you for your contributions to the Valparaiso consultation. I know it was a little difficult dropping in on the middle of someone else's conversation like that, but your presentation and the example of your project stimulated a lot of good self-reflection in our group about the structure and aims of the Valparaiso project. I am all the more convinced that these two projects, while in many ways very different, have much to learn from each other, and I look forward to further conversations along the way.

Thank you for sending me Mike Rosenak's book. I have only had a chance to take a cursory look at it, but I am intrigued by what I see and look forward to some time over the holidays to read it.

My best wishes to you, your colleagues, and family this holiday season. Blessed Hanukkah.

Very sincerely,

A handwritten signature in dark ink, appearing to read 'Craig Dykstra'.

Craig Dykstra
Vice President, Religion

CD/ljl

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

UPDATE

April 1994

In August 1993, the CIJE appointed a full-time Executive Director, Alan Hoffmann, and two new full-time senior educational professionals, Barry Holtz and Gail Dorph. The new full-time professional team, supported by Virginia Levi, Administrative Director, is supplemented by consultants on Research, Monitoring and Evaluation (Adam Gamoran and Ellen Goldring), Community Organization (Stephen Hoffman), the Goals Project (Seymour Fox and Daniel Pekarsky), and Planning (Annette Hochstein). In addition, three full-time field researchers make up the staff of the Monitoring, Evaluation and Feedback project. As of January 1994, CIJE has an office in New York. We now have in place the professional capability we need to achieve our agenda.

Over the past eight months, CIJE has concentrated its energies in several directions:

1. It has invested in building its own policymaking and planning capacity leading to the emergence of a Program Steering Committee and four standing Board Committees, which will meet for the first time at the April 1994 Board meeting.
2. In the "laboratories" of the Lead Communities (Milwaukee, Atlanta, Baltimore), CIJE and local community leadership have pioneered a model which moves from multi-dimensional research about the Jewish educational personnel of that community through policy analysis to the building of a comprehensive personnel action plan for the community.
3. A fall Institute for Educational Leadership will be one of the first results of joint personnel action plans across a number of communities.
4. The Goals Project will engage educational institutions and the local community in a process of learning, self-reflection and analysis to define their mission.

In addition, work proceeds on the Monitoring, Evaluation and Feedback project in the three Lead Communities and on the documenting of outstanding Jewish educational practice through the "Best Practices" project.

Of major importance, CIJE is now poised to share these developments and others with a widening circle that will involve other North American communities who wish to be engaged with us in seeking systemic reform of Jewish education in their communities.

CIJE Structure Today

In summary, CIJE was created by the North American Commission on Jewish Education with a highly focused mission which incorporated three major tasks: Building the Profession of Jewish education; Mobilizing Community Leadership for Jewish education and Jewish continuity; developing a Research Agenda while at the same time securing funding for Jewish educational research. These "building blocks" all involve major long-term improvements in infrastructure for the North American Jewish community and, as a result, the Commission mandated the creation of Lead Communities. These are development and demonstration sites where, by mobilizing the leadership of the local community and by improving the quality of personnel for Jewish education, significant change and impact could be shown to be possible over a period of time while the national infrastructure itself was undergoing major reform.

Four Board committees have been formed which represent the major areas of CIJE's work: Building the Profession; Community Mobilization; Content and Program; and Research and Evaluation. Board members will all serve on a committee along with other participants not members of the CIJE Board. These committees will review in depth the work of their committee and offer input and direction to our Board and staff. The chairs of these committees and staff currently make up the Steering Committee.

Personnel Action Plan

By December 1993, all three Lead Communities had completed data collection both for a qualitative study of the Professional Lives of Educators and a quantitative Educators Survey. Taken together, the two reports which have either been completed or are about to be completed form the major part of a diagnostic profile of all formal Jewish educators in that particular community.

In Milwaukee, the personnel survey is already being shared and analyzed by the Lead Community strategic planning group with consultation from CIJE staff. CIJE lay leaders have met with top Milwaukee Federation leadership to think through the long-range implications of a comprehensive plan for in-service training, recruitment and retention of educators in that community. Educators themselves are being involved in the setting of priorities within a personnel action plan. CIJE is providing Milwaukee with expert outside consultants to consider the implications of developing the personnel plan.

Within the coming six months, this process will have been replicated in Baltimore and Atlanta, with the appropriate adaptations for each community's nuances and differences. A major integrative report which pools the joint findings from all three communities will be published and released to the North American Jewish community leadership in the fall or winter. Joint personnel activities across communities which emanate from this process will be under way by the fall of 1994. An example is a forthcoming Institute for Educational Leadership which CIJE is planning with Milwaukee, Baltimore and Atlanta in October 1994.

CIJE is now able to share this sequence, running from research on personnel to a personnel action plan, with a wider range of communities who are committed to the centrality of building the profession in Jewish educational reform.

Goals Project

The Goals Project is a multi-pronged effort to catalyze a "vision" for Jewish education institutions. During the work of the North American Commission on Jewish Education it was deliberately decided to defer discussion on the goals of Jewish education to a later stage. As CIJE began to work with local communities, both institutional and community leadership raised the issue of the outcomes of our work. What do we hope will happen? It appears timely to give serious attention to the mission (or missions) of Jewish education in those communities with which we are working.

The Goals Project will engage educational institutions and the local community in a process of learning, self-reflection and analysis to define their institutional vision, understand its educational implications, and use that knowledge in setting priorities and in planning.

A seminar for key community lay and professional leadership - including institutional leadership - from communities who are prepared to engage in this task will take place this summer. Participants will meet with some outstanding individuals who have pondered the question of what is an educated Jew, and towards what should Jewish education be educating. Participants will have opportunities to develop an understanding of the ways in which a guiding vision can contribute to the design and effectiveness of an educating institution. They will wrestle with the problem of developing both their own institutional goals and with creating a community climate which encourages and promotes this approach. It is CIJE's intention that the training institutions and education departments of all the denominations will join with us as this Project develops.

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