Winter is upon us, and Carol Allman Morton and I send you warm greetings and wishes for good health.

I’m writing today to spotlight one of the most critical components of BALI’s organizational structure, the Council. I chose this topic both to acknowledge the hard work and achievements made by the Council this year, and to urge your participation as we move forward. My goal is that over the next few months, you will explore what it means to be part of the Council and consider running for office in the spring semester.

In this edition of the Banner, Bud Elliott, BALI’s Council Chair, discusses a few of the Council’s achievements this year. My intention is to complement Bud’s article and provide a broader context for issues he discusses. From my perspective, the Council’s most notable achievement this year is its creation of a “Council job description”.

BALI, like most lifelong learning programs, operates within a “shared governance” context. A professional (a Director) and a member-driven policy body (a Council or Board) oversee and lead the program together. In BALI’s planning year, the Brandeis administration codified the Director’s responsibilities in a job description. From then on, the Council and Director worked together but with ambiguity about their roles because the Council’s responsibilities had not been explicitly codified. This created a situation in which BALI’s leadership was less efficient, effective, and sometimes less harmonious than one would like.

To resolve this issue, this year’s Council deemed its first priority to be the creation of a well-defined job description: 1) codify the Council’s responsibilities, 2) clarify the respective roles of the Council and Director, and 3) maximize the effectiveness and harmony with which the two branches of our shared-governance model work. Such clarity is essential for the BALI leadership to work efficiently, effectively and harmoniously. We have made much progress and continue to strive to be better.

If this is so important, what took us so long? First, in any organization, it takes time to know what you don’t know, to determine what and where the organizational gaps are, and to create a solid organizational infrastructure. That our Council achieved this task at this relatively early stage is remarkable. I have shared our Council’s achievement with representatives, directors, and member-leaders from five or more programs. Each person validated what a noteworthy achievement this is, and asked for a copy of the Council job description to use as a model in their own organization.

The creation of the Council job description marks a milestone in BALI’s governance. I hope you will consider joining BALI’s leadership as we move forward in this new organizational environment.
Looking in All the Small Places

by Tamara Chernow

For those of us who are not going south to get away from the cold weather, here is a list of lesser known museums and historical houses to visit in the area.

Gibson House Museum
www.thegibsonhouse.org
137 Beacon St., Boston, 617-267-6338
Built in the middle of the 19th century, the house is the unspoiled residence of a well-to-do Victorian family. It has retained its kitchen, scullery, butler’s pantry, and bathrooms as well as formal rooms and personal quarters, all filled with the Gibson’s original furniture and personal possessions.

The Concord Museum
www.concordmuseum.org
200 Lexington Rd., Concord, 978-369-9609
The museum collection contains 17th, 18th, and 19th century decorative objects including furniture, textiles, clocks, ceramics, and metalware. Some highlights are artifacts from the American Revolution, the furnishings from Thoreau’s cabin at Walden Pond, and the contents of Ralph Waldo Emerson’s study.

Davis Museum
www.wellesley.edu/DavisMuseum
106 Central St., Wellesley, 617-283-2051
Located on the Wellesley College campus, the collection includes over 5,000 paintings, sculptures, drawings, photographs, and prints from ancient through modern times. There are frequent gallery talks, lectures, and films.

Newton History Museum at the Jackson Homestead
www.ci.newton.ma.us/Jackson/visit/index.asp
527 Washington St., Newton, 617-552-7228
This museum in an historic house presents exhibits on topics including what life was like for New England’s earliest settlers and the abolition movement in Newton. There is currently an exhibit of the historic connection between people and animals in Newton.

Fuller Museum of Art
www.fullermuseum.org
455 Oak St., Brockton, 508-588-6000
The museum, located on beautiful wooded grounds overlooking a pond, presents exhibitions of contemporary craft in wood, glass, ceramics, metal, and fiber. There are concerts, educational activities, changing exhibits, and a new café at this museum.

Griffin Museum of Photography
www.winchestermuseum.org
67 Shore Rd., Winchester, 781-729-1158
The Museum, a replica of an old fieldstone grist mill (complete with waterwheel), houses the legacy of Arthur Griffin, renowned photojournalist, as well as solo and group exhibitions featuring various artists and subjects, both historic and contemporary. Included is a collection of photographs of Ted Williams’s first year with the Red Sox.

Please call the museums for information about fees and current exhibits. Visit their web sites to see examples of the art exhibited at each museum. For more ideas, visit www.museumsofboston.org
Several members have asked about the function of the BALI Council. Here’s some background and a summary.

In the fall of 1999 a group was assembled by Bernie Reisman to draw up a plan and bylaws for the Brandeis Adult Learning Institute (BALI). The group chose officers and established Committees, originally chaired by the Council members. The Director took care of the administration and maintained contact with the University officials.

Now the Council is elected by the BALI membership every spring, the committees are self-functioning, and the committee Chairs are no longer Council members. The Council is represented on each committee by a Council Liaison. The Director deals with activities and administrative matters, and the Council’s role changed to policy making and providing oversight. This role is codified in a written “Mission and Responsibility Statement”. A copy of the statement can be obtained from the Council chairman using the email address at the end of the article. Below are highlights of the document.

Committee Supervision
The Council establishes the Committees. The Council Chair, with the approval of the Council and Director, chooses the Committee Chairs. The Council sets policy for the Committees.

Monitoring Program Quality
The Council works constantly to insure the highest quality in the BALI programs. To do this, the Council encourages input from BALI members, and all suggestions are considered.

Communication with Members & Committees
The Council tries (although does not always succeed) to keep the BALI members informed of what is under consideration and has been decided. We need to do this better, and this article is the first of many to help this process.

Expanding Member Participation
BALI is a member-driven organization and thrives best through active participation. The Council encourages participation by everyone in one form or another. We have restricted the length of tenure of members to the Council and the Committees to make room for new member participation. Term limits are usually three years, with some exceptions for specific committee requirements.

Strategic Planning
A Committee has been formed to plan short, medium, and long-term goals and programs. It will consider adding programs and eliminating others. Growth planning falls to this new Committee.

The Director of BALI has overall responsibility for the administration, viability, and success of the BALI program while the Council bears responsibility for the program development and operation through Committees.

The Council wants and needs your positive and negative comments and suggestions. Talk to any Council member (red dots on the name tags; the blue is for SGLs).

Join a Committee! Run for Council in the spring! Get involved! _________________

Contact the Director, Sharon Sokoloff, at sokoloff@brandeis.edu or Council Chair Bud Elliott at belliox319@rcn.com.

Dear BALI,

Bali Fund-Raising Concert

I'm writing to determine whether or not our BALI members would be interested in a spring fund raising event. I would like to propose a concert in Slosberg Auditorium, a venue possessing excellent acoustical qualities, that would feature a small ensemble of wind instruments, known as Harmoniemusik. While I make no claims to being another Leonard Bernstein, I will be happy to donate my services as the conductor of this ensemble, which would comprise some of our area's best musicians. BALI members could gather before the concert for some wine and cheese in a genuine, warm spirit of conviviality to celebrate the end of another successful BALI year while raising money for BALI at the same time.

These kinds of concerts were a central part of social life during the 18th century, especially among the upper classes. It was common for aristocrats to hire musicians to perform serenades and other types of entertainment for social gatherings in their courts as well as for public and private concerts. The music was appropriately light in style and expression. Ensembles of three or four pairs of instruments were common, and it is for this kind of ensemble that Mozart and Beethoven wrote the music we would play. In this way we will be treating our members like royalty.

-- Matthew Ruggerio

[Send your thoughts to BALIBanner@aol.com]

Enjoy BALI? Invite a Friend

All adult learning programs in the northeast experience lower enrollment in the spring semesters because so many people are in warm places in March and April. In addition, we know from experience that new members keep the program vital and fresh.

The Council and the Membership Committee invite you to recommend your friends and acquaintances who would enjoy and contribute to the BALI program. Please provide your friends’ names and addresses to Carol Allman-Morton at 781 736-2992, or:
callman@brandeis.edu

We promise to make contact by mail and NOT by phone calls at dinner time.

-- Marty Nichols, Membership Committee
-- Sharon Sokoloff, BALI Director

Parking Problem Solved

Thanks to Bob and his van the parking problem has been solved at J lot, where there are always spaces available. The van is at the ready; and Bob is there with his white step stool, his constant smile, and his gracious manner.

A hearty “Thank you” to you, Bob, with much gratitude!

-- Marilyn Stein

Put on Your Walking Shoes

by Eileen Mitchell

Once again you are invited to join us for a tour of the Brandeis campus on the first week of the new BALI term. On March 3rd and March 4th, Lenore Goldstein and Eileen Mitchell will provide an overview of the “hot spots” on campus.

We leave at 12:20 P.M. from The Gathering Place and return at 1:40 P.M. There will be a 20-minute lunch break. Bring your brown bag or buy a sandwich on campus.
Effectively Employing Email

by Len Heier and Sherm Okun

Email is a practical and relatively easy method of written communications. But it doesn’t follow that it is always used effectively. Here are some tips for getting the most from email—and reducing your frustration and that of your correspondents.

Preparing and Sending Messages
Avoid sensitive, controversial, and confidential matters, as you never know who ultimately will receive a copy of your message. Email is NOT private.

Carefully review all To, Cc, and Bcc addresses to ensure that you are sending the message only to intended recipients and that their addresses are correct. Mail is sent To correspondents who may require the information in your message, and from whom you may expect a response. If a response is not required, you should Cc other recipients.

Although email is informal, careless grammar and language may create a poor impression.

A common problem is incorrectly sending email attachments. Don’t assume that recipients will be able to open an attachment. If the attachment is vital, send a test message beforehand.

Keep email messages short: no more than one screen of text. A long message can be sent as a word-processing attachment (note previous point).

Receiving Messages
Check for new messages frequently. If you will be away for some time, forewarn all regular contacts.

Don’t automatically open a message attachment if it’s from an individual or organization you don’t know or is not expected. Become knowledgeable about spotting possible viruses and make sure your anti-virus software is frequently updated.

Install an “unzip” (decompression) program on your computer (unless your email software automatically does this). Frequently, email attachments are compressed to save space and you’ll need to “unzip” the attachment to view the content.

Responding to Messages
Respond quickly to messages that clearly require an action or a response, or at least acknowledge receipt.

Type your reply to a message above prior message(s) and do not alter or delete these prior messages. (Note: AOL users must highlight the original message with their mouse in order to include that message with their reply.)

The Subject of your response should reflect the contents of the reply. If the topic shifts from that of the original message, change the Subject.

Be very careful when replying to “all message recipients”. Sometimes, you might not want some recipients (including possible Bcc recipients of the original message) to see your response.

Messaging Difficulties
Occasionally, messages you send or receive are delayed in transit—possibly as long as several weeks. Such delays can occur for many reasons such as traffic overloads, virus attacks, or system failures.

Frequently, a message is returned as undeliverable due to an incorrect address. When this occurs you may receive a complex notification, possibly without the original message included. Locate the original message in your email system, correct the address, and resend the email.

Questions? Contact: L.Heier.1@alumni.nyu.edu or skokun@post.harvard.edu
Technology Committee Report

by Marty Greenfield

“One must move forward to avoid going backwards”. With this creed in mind, the BALI Council formed the Technology Task Group this past June. The Technology Group examines the ways BALI currently functions and explores and develops innovative improvements. It then assists the working committees of BALI to help incorporate these changes.

Two examples might help explain this role. A new tool has been provided to help the functioning of the Curriculum Committee. This feature provides an electronic bulletin board (eboard). Notes posted on this eboard can be read by the entire committee at home using their computers. One note area holds links to each proposal submitted by a study group leader. Pursuing the link allows everyone on Curriculum to concurrently examine and comment on each proposal from home. They then place their comments on another note area on the bulletin board for the entire committee to examine and evaluate. These evaluations are placed on yet another note area enabling the courses to be quickly determined. Harry Veron, their chairman, has reported that this tool has helped his committee to determine the next session’s courses in record time.

A second example describes help given to a Study Group Leader (SGL) in handling a course. The SGL is provided with another form of eboard. The printed reference material that normally must be copied and distributed at each class session is instead electronically pinned to the eboard. Students can easily print the material at home to read. Gone is the cost and effort of providing printed copy along with the problem of having a class member miss a distribution. The SGL will place on another section of the eboard the assignments and questions to be considered at each session. Yet another eboard section will hold Internet links that reference supporting web articles to each session’s discussion. Another section holds the names and email addresses of the class members. Read SGL Bill Rachlin’s article in the November issue of the BALI Banner for more details.

Responding to Bill Rachlin’s success, the Curriculum Committee is sponsoring a session where they will invite all current and prospective SGLs to learn about and to consider taking advantage of this eboard feature for their courses.

The BALI Council, in recognition of their work, has designated the Technology Task Group to be now known as the Technology Committee. This will lend permanence to its continued presence. Further recognition has come through Sharon’s submission of a grant proposal describing our work to the MetLife Foundation MindAlert Competition 2004. This entry, if funded, would provide the Committee with a $1500 award to further its work. The text of this entry detailing the methods and accomplishments of the Committee will shortly appear on the Technology Committee’s web site for you to examine.

The Committee welcomes ideas and advice. Contact: Greenfield@alum.mit.edu

The BALI Banner is published by the Banner Editorial Committee:
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Tamara Chernow, Co-Editor
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when nineteen students entered Elaine Reisman’s drama class, little did they know that they’d never want to leave. We were introduced to dramas written during the first fifty years of the twentieth century. The plays we read are as timely today as they were so many years ago. We discussed works by Shaw, Capek, Ionescu, Macleish, and Rice.

Everyone felt comfortable in rendering opinions, no matter how “theatrical” they sounded. Most important to me, and I imagine to my classmates, was the journey Elaine took us on to understand the connections among the five plays. Everyone in this drama class participated. Ideas were exchanged, and gradually we became a cohesive and highly motivated group. Elaine’s enthusiasm evoked uninhibited responses from every student, even though the plays themselves were not what we would call “entertaining”.

There were many memorable moments. We loved the mini-production in which four members of the class performed a scene from J.B. And we will certainly cherish Elaine’s parting gift to us, a personalized “playbill” listing us as cast members and including details from the course.

Elaine brought with her a love of the theater and sprinkled us with a bit of theater dust. In her welcome letter to her class she wrote that she is a teacher, and her role is that of an enabler of learning. And that is exactly what she did for us! I hope that the nineteen of us are able to be enabled in her 2004 class.

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**NEW YORKER FICTION DISCUSSION GROUP**

Save these dates: January 14, 21, 28 and February 4, 11, 18, 25. On those dates the BALI New Yorker Fiction Discussion Group will meet from 10:30 to 12:00 in the Napoli room at Gosman. Anyone wishing to participate is welcome and parking will be available at Gosman.

Each Wednesday we’ll discuss the fiction piece published in the previous week’s *New Yorker*. The piece to be discussed on January 14 will be in the magazine delivered to your home during the week of January 5th. The stories can also be found on the Internet at [www.newyorker.com](http://www.newyorker.com).

Contact Elaine Dohan (edohan@comcast.net) or Lenore Goldstein (lenore03@earthlink.net).

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**FOCUSING ON THE CAMERA**

*by Joel Freedman*

[http://www.steves-digicams.com/](http://www.steves-digicams.com/) is a photo site that provides a listing of all digital camera reviews alphabetically as well as by resolution. It also lists inkjet and dye sublimation photo printers that they have reviewed. In accessories it provides reviews of batteries, chargers, card readers, lenses, portable image storage devices, lens hoods flash brackets, and more. It also provides a digital camera dictionary that explains the language of digital photography.
Lunch and Learn for Spring 2004
by Max Potter

Although the schedule has not yet been finalized, Spring Lunch and Learn promises to be an interesting series with prominent speakers and a variety of timely topics. Highlights for the spring semester include:

- Mari Fitzduff, new to Brandeis, has held the Chair of Conflict Studies at the University of Ulster in Northern Ireland. She will speak on “Conflict—Everywhere from Ireland to Brandeis”.
- Won-Sun Choi, Consul General of the Republic of Korea, will discuss “The Republic of Korea, North Korea, and the United States”.
- Marion Smiley, an Ethicist at Brandeis, will speak on “Ethics”.
- Judge Isaac Borenstein, of the Middlesex Superior Court, will discuss “Judicial Ethics”.
- Deborah Bloomberg, from the Federal Reserve Bank of Boston, will discuss various aspects of the economy.
- Lester Thurow, MIT Professor of Economics and Management and former Dean of the Sloan School, will discuss his view of the economy and its evolution.
- Faith Smith, of Brandeis, will speak on Caribbean Women and Afro-American Literature.
- Former Governor Michael Dukakis will speak on May 12, 2004 on a topic to be announced.

A complete schedule will be available with the Spring semester registration material.

CALENDAR OF CAMPUS EVENTS
compiled by Charles Raskin

SPINGOLD THEATER
781-736-3400
(tickets are half-priced with a BALI ID)

Feb. 10-15 (Main stage)
The Winter’s Tale A beautiful fairy tale that combines broad comedy with one of Shakespeare’s most heart-rending stories. A tale of grief and desolation, romance and joy.

Mar. 23-28 (Laurie Theater)
The Herbert and Kim Marie Beigel New Play
The annual new play at Brandeis University is the highlight for many and affirms the Brandeis commitment to new artists and new work.

WEDNESDAY CONCERTS AT NOON
Rapaporte Treasure Hall, Goldfarb Building,
Feb. 4 and Mar. 3
A mini-concert by the Lydian String Quartet

ROSE ART MUSEUM
781-736-3434

Jan. 21
Opening Reception for the Winter 2004 exhibition season.
6 P.M.
Free and open to the public.

Feb. 25
Food for Thought Luncheon
11 A.M.
Free to Patrons and above $12, members; $15, non-members

Feb. 12
Artist’s Studio Tour
(meet at 7:30 P.M. at the Rose)
Edythe Wright, Domestic Archeology
Free to Friends and above; $25 for Associates; $50 for non-members