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Commission Steering Committee. Meeting book, July 1989.

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COMMISSION ON JEWISH EDUCATION
IN NORTH AMERICA

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MINUTES: Commission Steering Committee

DATE OF MEETING: March 15, 1989

DATE MINUTES ISSUED: March 20, 1989

PRESENT: Morton L. Mandel, Arthur J. Naparstek, Virginia F. Levi
(Sec'y)

COPY TO: Henry L. Zucker

I. Assignments

A. Process

Assignment

In order to ensure that assignments are being done, VFL will do breakdowns by person and by function and will maintain a master on the wall of her office. This will be checked daily and revised manually as changes occur. They will be updated regularly to remove completed assignments and add new ones. VFL will begin the process by developing and posting assignment lists for the Public Relations Committee, for preparations for the June meeting, and for AJN's assignments. MLM and AJN will review this and advise on design, as appropriate.

- B. The assignments generated at the Commission planning group meeting of February 9, as revised in Jerusalem the week of March 6, were reviewed with the following results:

Assignment

Assignment

1. In order to decide on the nature of contacts with commissioners between now and the June 14 meeting, VFL is to send a list of commissioners to MLM, AJN, and HLZ. This list is to include space for comments and a plan for contact. MLM, AJN, and HLZ will make notes on any commissioners for whom they have suggestions and return them to VFL. These will be reviewed in order to decide on next steps, which may include holding regional meetings.
2. The Commission Steering Committee should meet as soon after each Commission-related meeting as possible to determine what "next steps" are necessary.
3. Meeting dates should be set as far ahead as possible and listed on the Calendar of Events for the Steering Committee.
4. With respect to the meeting of commissioner educators being arranged by Joe Reimer, and all other meetings being planned related to commission activities, the convener should be asked to submit a write-up of objectives and design in advance.

5. The matter of how to handle Rabbi Zeldin, if at all, will be reviewed with the senior policy advisors on 3/30 in the context of a strategy for the denominations.

C. Budget

Assignment

It was noted that a number of the assignments cannot be undertaken until we have a better sense of the overall budget of the Commission. AJN and VFL will work with KJK and Mike Cole to develop a format for a chart of accounts. Once this is set--it is to be done as soon as possible--we will get a monthly financial report from Federation.

Assignment

The Steering Committee book will include a section for financial reports. This will include a table of contents and dividers for:

1. Commission budget
2. Israel office
3. Other
4. Monthly financial report

By March 29 we will have a chart of accounts to review with the planning group. Thereafter, this will be a regular agenda item for the planning group.

D. General Principles

The list of general principles was reviewed. Some were identified as assignments and will be placed on appropriate assignment lists. Others remain as general principles and will be placed in the notes section of the Steering Committee book.

E. Other

Brief discussions were held on an Israel office budget, the commissioning of papers for a final report, and a public relations brochure. It was agreed that further discussion is dependent upon the establishment of an approved budget.

II. Commissioner Contact

Assignment

A proposed format for a commissioner contact follow-up sheet was reviewed. MLM agreed to redesign this sheet by 3/17. A draft will be circulated for review of committee members.

III. Draft Agenda for Senior Policy Advisors Meeting - 3/30/89

The first draft of an agenda for the 3/30 senior policy advisors meeting was reviewed and fleshed out. Items which should appear on the agenda include the following:

- A. Progress report (12/13 to 3/30) - From enabling options to implementation mechanism; how did we get there.
 - [1. Discussion and questions]
 - [2. Reactions]
- B. The ii concept
- C. How to present the ii concept to commissioners:
 - 1. Before 6/14
 - 2. On 6/14
 - 3. Other
- D. PR and outreach status report
- E. Additional items to be drawn from the assignments and reviewed by planning group members before the final agenda is set.

MINUTES: Commission Steering Committee
DATE OF MEETING: April 4, 1989
DATE MINUTES ISSUED: April 20, 1989
PRESENT: Morton L. Mandel, Arthur J. Naparstek, Henry L. Zucker,
Virginia F. Levi (Sec'y)

I. Minutes and Assignments

The minutes and assignments of March 15, 1989 were reviewed.

II. Notes

Assignment

The items listed under Notes were reviewed and it was determined that these should be placed in a section called General Principles. Notes should be ideas which we wish to retain for future consideration, not items which are to be repeated on a regular basis.

III. Master Schedule Control

The Master Schedule Control was reviewed and the following meeting dates and times were set:

- A. Commission Steering Committee - May 2, 2:30 p.m.;
June 6, 3:00 p.m.; July 5, 1:30 p.m.; August 10, 1:30 p.m.;
September 5, 1:30 p.m.
- B. Philanthropic Steering Committee - May 2, 8-10:30 a.m.
- C. Steering Committee Critique - It was agreed that a meeting of the Commission Steering Committee would be held as soon after each meeting of the senior policy advisors as possible to serve as a critique and an opportunity to review and clarify assignments.

IV. Proposed Budget

Assignment

- A. A proposed Commission budget was reviewed and discussed. It was agreed that AJN will meet with SF and AH to discuss details of the Israel office budget in an effort to clarify projected figures.

Not
yet
resolved

Assignment

- B. MLM and AJN will meet with Michael Albanese to discuss developing a monthly trend report, including a format for a chart of accounts which lists the elements and provides space to fill in each month.

V. Commission Operations

A. Location for the June Commission Meeting

Assignment

1. MLM reported that he had visited the Jewish National Fund and found the space unacceptable for our purposes. VFL will call and release this space.

Assignment

2. MLM visited the American Jewish Committee penthouse conference room and suggested that this would be an appropriate site for the meeting. AJN will visit the AJC and the 92nd Street Y on April 7 and will report his reactions.

Assignment

3. It was noted that the New York UJA/Federation is holding space for June 28 as an alternative date. No further action will be taken with respect to this option until AJN reports.

4. VFL will contact the UJA to reserve space for October 4 and 11, the two dates currently under consideration for the fourth Commission meeting. (Later: The room has been reserved for October 4. It is not available for October 11.)

B. CJF Dinner - Sunday, April 9.

Assignment

It was reported that twelve people had responded favorably to the invitation to a dinner on April 9 in Washington, D.C. HLZ and AJN agreed to call those who had not yet responded to encourage their attendance. VFL was assigned to call those planning to attend to indicate that the location had been changed.

Assignment

It was noted that follow up to the meeting will be important. HLZ, AJN and VFL will meet to discuss this during the week of April 17.

Follow-up
letters
are being
drafted

C. Regional Meetings

Assignment

It was suggested that regional meetings, originally scheduled for early May, be rescheduled to occur after the June Commission meeting. We are not yet ready with a concept paper and it is felt that we must have a document to discuss at these meetings if they are to be meaningful. We will consider scheduling them in August.

Assignment

This decision makes direct contact with commissioners even more important. It was suggested that we involve senior policy advisors to a greater degree in making these contacts. VFL will develop a chart listing commissioners and indicating who their contact person is and a second chart listing senior policy advisors and indicating which commissioners are assigned to each.

done

Assignment

AJN and JR will work with AH and SF to develop an interview design. As has been noted in the past, all interviews should result in a report and all reports will be circulated by VFL. - done

D. Public Relations

1. Next Steps

Assignment

Paula Berman Cohen will continue the process of interviewing key professionals and will put together a detailed proposal on communication strategy. She will work closely with AJN, HLZ and MLM on this process.

2. It was suggested that this group work with PBC to:

- a. determine milestone events
- b. develop specific communication pieces
- c. develop a work plan
- d. prioritize the work plan

It was suggested that the milestone events should include meetings at which Commission presentations should be made and opportunities which result from these meetings. An example would be a paragraph to go in the CJF summary of the April quarterly meeting. Any presentation to a group should be followed up with a letter or other communication.

Assignment

AJN will follow up with Henry Hecker at JWB and Frank Strauss at CJF regarding follow up to the meetings of April 9 and 10. In process

E. Letter to Commissioners

Assignment

AJN will draft a letter to go to commissioners during the month of April. It will include an indication that they may expect to hear from staff regarding a one-on-one meeting. Done

VI. General Discussion

Assignment

It was noted that the senior policy advisors have responded positively to the concept of the implementation mechanism and that many feel that it will be important to have a strong report to accompany this. It was suggested that a small team be initiated to begin work on the final report. AJN and HLZ will prepare a memo to indicate background materials necessary and a timetable to follow in beginning work on the final report. In process

One specific recommendation, which comes from Sara Lee, is that we set up a task force on personnel to analyze the field. The first step in accomplishing this would be to find someone to organize the data currently available on personnel.

Note ?

Assignment

It was suggested that Steve Hoffman and Herman Stein be added to the Commission Steering Committee. AJN will contact them to invite them to do so.

Done.
They will
attend 5/2.

VII. Next Meeting

The next meeting of the Commission Steering Committee is schedule for 2:30 p.m. on Tuesday, May 2, 1989.



MINUTES: Commission Steering Committee

DATE OF MEETING: May 2, 1989

DATE MINUTES ISSUED: May 11, 1989

PRESENT: Morton L. Mandel, Chairman, Stephen H. Hoffman,
Arthur J. Naparstek, Herman D. Stein, Henry L. Zucker
Virginia F. Levi (Sec'y)

Introduction

The group was reminded that the purpose of this committee is to manage the process of the Commission in a timely way. MLM will serve as chair. AJN will chair in MLM absence. AJN and HLZ will prepare the agenda. VFL is responsible for follow up.

- I. The minutes and assignments of April 4 and the Master Schedule Control were reviewed. The following meeting dates and times were set:

- A. June 8, 4:00-5:30 p.m.
- B. July 5, 1:30-3:00 p.m.
- C. August 7, 4:00-5:30 p.m.
- D. September 5, 1:30-3:00 p.m.

II. Upcoming Meetings

- A. The Steering Committee reviewed a proposed agenda for the May 7 Commission Planning Group meeting and suggested additions.
- B. A meeting of the Senior Policy Advisors was set for Thursday, June 15, 8:30 to 11:30 a.m. at JWB to debrief following the June 14 Commission meeting. The Planning Group will meet on Tuesday, June 13, 1:30 to 5:30 p.m. at HUC. VFL will confirm these meetings with the appropriate people.

III. Commission Assignments

The ongoing list of Commission-related assignments to staff was reviewed. VFL will update this list and send it to MLM on a weekly basis.

Assignment

It was suggested that Berman, Mintz and Yanowitz should become more deeply involved in Commission activities. It was suggested that they might be added to the Senior Policy Advisors, that they might meet in a small group with MLM, or that a dinner meeting might be held prior to each Commission meeting to update them on Commission-related activities. No conclusion was reached, but it was agreed that this topic should be discussed at the next Steering Committee meeting.

It was agreed that HLZ will serve as point man for contact with local federations and that SHH will work closely with him on this.

IV. Rolling Outline of Final Report

Joe Reimer's memo of April 28 proposing papers to be prepared for a final report was reviewed. This is to be discussed in more detail among the Planning Group on May 7. It was suggested that a vision paper might serve as a rationale for the IJE and other mechanisms which will make up the implementation component of the Commission's outcome. VFL will distribute a memorandum from MLM to Seymour Fox listing possible outcomes to committee members.

V. Communication/PR Strategy

It was agreed that the PR Committee should be put on "Hold" and that the Commission Steering Committee would oversee PR in the future. A section will be added to the Steering Committee factbook on communications to include minutes and assignments. AJN will write to PR Committee members noting that communication/PR is under way and that the committee will be called together again as needed.

The committee reviewed Paula Berman Cohen's memorandum of April 24 entitled "Communication Strategy: News Media." It was suggested that B'nai B'rith and Hadassah be removed from the list of organizations to be contacted. It was also suggested that the list of communities to be targeted be expanded. HLZ will propose a more complete list. When appropriate, articles sent to local community newspapers should profile commissioners from those communities.

The next step with respect to this proposal is to develop a list of activities to be undertaken immediately. AJN will work with PBC on this.

A draft for a General Brochure on the Commission has been received and will be distributed to members of the Steering Committee who are asked to return them to VLF with comments by May 12.

Assignment

MLM indicated that he has been asked to meet with members of the local Los Angeles Commission on Jewish Continuity. It was noted that such a meeting would be very useful and MLM was encouraged to schedule it, if possible.

Assignment

A presentation on Commission activities has been arranged to occur during the CAJE annual meeting to be held August 14 through 17 in Seattle. AJN will meet with Elliott Spack in New York on May 4 to set an exact date for the presentation. It was suggested that AJN and Alvin Schiff might make a joint presentation. AJN will seek David Ariel's advice on this.

VI. Next Meeting

The next meeting of the Commission Steering Committee is scheduled for Thursday, June 8 at 4:00 p.m.



MINUTES: Commission Steering Committee

DATE OF MEETING: June 6, 1989

DATE MINUTES ISSUED: June 9, 1989

PRESENT: Morton L. Mandel, Chairman, Seymour Fox,
Arthur J. Naparstek, Joseph Reimer, Herman D. Stein,
Henry L. Zucker, Virginia F. Levi (Sec'y)

COPY TO: Stephen H. Hoffman

I. The minutes of May 2, 1989, were reviewed.

II. How to increase the level of involvement of Berman, Mintz, and Yanowitz in the Commission was discussed. It was suggested that MLM invite the three to a dinner meeting on Tuesday, June 13, in order to review plans for the June 14 meeting. MLM will check his calendar and let VFL know if this is to occur. If so, VFL will call the three and invite them to attend.

Assignment

III. All open assignments relating to the Commission were reviewed.

Assignment

It was agreed that VFL will call all commissioners who have indicated their intention to attend the June 14 Commission meeting in order to confirm attendance.

IV. Status of preparations for June 14 Commission meeting:

A. Physical Space

The Committee reviewed three possible setups for the meeting at Hebrew Union College. It was agreed that the best arrangement is one which keeps all commissioners on the Conference Level throughout the entire day. VFL will call Linda Robinson at HUC to confirm this preference and to discuss details.

Assignment

old memo

B. Agenda

The following agenda was agreed upon for the June 14 Commission meeting:

1. Plenary (10 - 11 a.m.)
 - a. Chairman's introduction [15 minutes]
 - b. Progress report [25 minutes]
 - c. Discussion [20 minutes]
2. Discussion groups--session 1 (11:00 a.m. - 12:30 p.m.)

Group A--Plenary Room
Chair: Bronfman
Co-Chair: Yanowitz

Group B--Adjoining Room
Chair: Ritz
Co-Chair: Mintz

Group C--Lounge
Chair: Hirschhorn
Co-Chair: Berman
3. Commission lunch--dining room (12:30 - 1:30 p.m.)
4. Discussion groups--session 2 (1:30 - 2:30 p.m.)
5. Plenary session (2:30 - 4:00 p.m.)
 - a. Summary - question and answer
 - b. Concluding comment--Dr. Alfred Gottschalk

C. Briefing of Chairs and Co-Chairs

Assignment

A document entitled "Some Questions for Discussion" was reviewed and revisions were recommended. It was agreed that HDS would redraft the document to include an introductory paragraph, a list of proposed questions, and some explanation of each question. This document is to be distributed to each participant in a group discussion and, with a cover sheet, to each group chair and co-chair. The issues to be included are:

1. Suggested approach to the community
2. Suggested approach to personnel
3. How do personnel and community serve programs?
4. Relationship between local and national action

5. Community action sites: demonstration and diffusion
6. What data gathering and research do we need?
7. How might we move from the Commission to implementation?

D. MLM's Introductory Remarks

In setting the tone for the day, MLM's introductory remarks should include the following points:

1. Confirm that improving conditions in the areas of personnel and community is a pre-condition to enhancing our ability to deal with programs.
2. We expect that one outcome of the Commission will be to help set an agenda for philanthropy in Jewish education for the next decade. We anticipate generating a list of ideas and taking the first steps toward implementing them.
3. The background materials prepared for this meeting represent where we are in the areas of personnel and community at this time. The document reflects interviews held with virtually all commissioners. It is our intent to do a rewrite based on the ideas expressed at today's meeting. The next step is a fuller paper on the subject.
4. Commissioners have encouraged us to move toward demonstration and implementation. [Perhaps by the end of the meeting we will have reached consensus to proceed in these areas.]

E. Assignment to Discussion Groups

Assignments were made to the discussion groups as follows:

	<u>Group A</u>	<u>Group B</u>	<u>Group C</u>
Chair:	Bronfman	Ritz	Hirschhorn
Co-Chair:	Yanowitz	Mintz	Berman
Community:	Zucker	Hoffman	Hiller
Personnel:	<u>Fox</u>	<u>Reimer</u>	<u>Hochstein</u>
	Colman	Arnow	Ackerman
	Elkin	*Eizenstat	Bieler
	Evans	Green	Corson
	Gottschalk	Ingall	Field
	Maryles	Lainer	Greenberg
	Pollack	Lee	Lamm
	Rosenthal	Lookstein	Lipset
	Shapiro	Ratner	*Loup
	Tishman	Schorsch	Melton
	Twersky		Schiff

* We have since learned that they will not be attending.

The chairs and co-chairs of the three groups will be seated at the "head table." During the 2:30 to 4:00 p.m. plenum, each chair will be asked to report on the suggestions and questions raised in his group and will offer members of the group an opportunity to add any points. All three reports will be made before any discussion is held.

V. Agenda for June 13 and June 15 Senior Policy Advisor's Meetings

At the 1:30 p.m. meeting on Tuesday, June 13 at HUC, Senior Policy Advisors will be asked to discuss the following:

- A. Detailed review of June 14 agenda
- B. Desired outcomes of meeting
- C. Assignment of Policy Advisors to discussion groups

At the meeting of Senior Policy Advisors scheduled for 8:30 a.m. on Thursday, June 15, at JWB, the agenda will include the following:

- A. Did we achieve desired outcomes?
- B. A discussion of next steps to include review of a paper to be prepared by JR detailing proposals for the commissioning of papers for a final report.
- C. What are the outcomes we want to achieve by June, 1990?
 - 1. What will it take to accomplish these outcomes?
 - 2. What is the order of importance of these desired outcomes?
 - 3. Which should we pursue?

Read
VI. Management Team

It was suggested that the Planning Group and Steering Committee be merged. Members of this single group are to include the following: Morton L. Mandel, Chairman, Seymour Fox, Annette Hochstein, Stephen Hoffman, Virginia Levi (Sec'y), Arthur Naparstek, Joseph Reimer, Herman Stein, Henry L. Zucker.

This group, to be called the Commission Steering Committee, will meet every three to four weeks. A schedule was set through September as follows:

Wednesday, July 5, 1:30 - 5:00 p.m.

Tuesday, August 8, 1:30 - 5:00 p.m.

Tuesday, September 5, 1:30 - 5:00 p.m.

maybe 8/3

Assignment

lead
It was suggested that October 4 may be too soon for the fourth Commission meeting. An alternative date of November 8 was proposed. VFL will check with the UJA/Federation and, if the date is free, with the critical commissioners so that, if acceptable, this date can be announced on June 14. (Note: The call has since been made and the date is not available.) *Other possible dates on our agenda*

VII. Final Report

A memorandum prepared by Joe Reimer proposing steps necessary to develop a final report was discussed. It was noted that, if an outcome of the Commission is to create an agenda for philanthropy in Jewish education, the purpose of a final report is to create a road map to be followed in the implementation of this agenda.

There was general agreement with the concept of moving ahead on a final report. The first step in commissioning papers is to write a charge which could be given to the writer of each paper outlining areas to be covered in that paper. Each charge would be reviewed by the Steering

Committee before being presented to the writer. This would be followed by inviting a writer to submit an outline of a proposed paper. This outline would be reviewed by the Steering Committee and/or an editorial board which would be appointed to respond to the outline and, later, to the paper in order to guarantee the quality of the product. The concept of appointing panels to advise and react to the work of writers in a specific area was left open.

Assignment

It was agreed that JR will draft a new paper on the final report to be presented and discussed by Senior Policy Advisors on June 15. It is anticipated that the group will review proposed paper topics, proposed writers, and proposed drafters of the charges.

MINUTES: Commission Steering Committee

DATE OF MEETING: July 5, 1989

DATE MINUTES ISSUED: July 12, 1989

PRESENT: Morton L. Mandel, Chairman, Stephen H. Hoffman,
Joseph Reimer, Herman D. Stein, Henry L. Zucker,
Virginia F. Levi (Sec'y)

COPY TO: Seymour Fox, Annette Hochstein, Arthur J. Naparstek

- I. The minutes of June 6, 1989, were reviewed.
- II. All open assignments were reviewed.
 - A. It was agreed that the process of debriefing commissioners should occur by August 1. The debriefing of Daniel Shapiro was assigned to MLM.
 - B. VFL will send reminders of assignments on a weekly basis and will see that these are followed up with bi-weekly telephone calls to ensure that assignments are being carried out.
- III. Final Report

The proposed outline for a final report submitted by Seymour Fox and Annette Hochstein was reviewed in detail.

It was suggested that, in putting the report in context, we might comment on a commitment to Jewish education as a newly emerging unifying force. The Holocaust served this function for earlier generations, followed by the creation of the State of Israel. As we move further in time from those events, Jewish education must emerge as a means of unifying North American Jews for Jewish continuity.

The group responded favorably to the general structure and outline for the final report. Suggestions and comments related to specific aspects of the outline:

A. Community Structure

It was suggested that Joe Reimer be the author of this section, which would deal with a growing relationship between synagogues and federations. A rabbi might be asked to write a paper on the congregational perspective.

B. Community Funding

It was suggested that this section focus on the current funding situation, noting our awareness that suggested change will be costly. We are cautioned not to project specific costs or the specific sources of funds.

Recommendations about increased funding for Jewish education might be considered for a paper on implementation rather than community.

C. Personnel

1. Retention

It was noted that the outline lacks a heading for retention. It may be that the section on building the profession should incorporate retention. However, it was suggested that a separate section on retention be considered.

2. Building the Profession

It was suggested that there is not a single profession within Jewish education and that a review of this area be divided into two sections, one on formal education professionals and a second on informal education professionals. The overall goal is that every Jewish educator have an opportunity for growth and maturation in his or her particular profession.

It was suggested that Woocher and Rotman be asked to take the lead in writing or identifying authors and people to serve on a panel to review this section of the report.

IV. Future Meetings

The following meetings were tentatively scheduled, pending review with SF and AH (later, confirmed):

A. Commission Steering Committee

Wednesday, August 9, 3:00 - 6:00 p.m.
Tuesday, September 5, 1:30 - 5:00 p.m.
Thursday, October 5, 1:30 - 5:00 p.m.
Monday, November 6, 1:30 - 5:00 p.m.

These meetings are all scheduled to take place at Premier in Cleveland.

B. Senior Policy Advisors

Sunday, July 30, 1:00 - 5:00 p.m.

Thursday, August 24, 10:30 a.m. - 5:00 p.m.

Both meetings will be in Cleveland.

C. Fourth Commission Meeting

October 24 and October 26 are being held by the UJA/Federation while we check with critical commissioners and staff. (Later: October 24 was selected.)

V. Research Design

The proposed research design was accepted in principle with the caution that time may not permit all of the steps listed. It was noted that it is desirable that some of the papers be ready for review by commissioners at the October meeting while others could be presented in February.

The research design will be a primary agenda item for the July 30 meeting of the Senior Policy Advisors. By that time it is anticipated that SF and AH will have fleshed out the outline of the final report and identified potential authors and panels of experts.

The process for developing papers was suggested as follows:

1. Select author and panel of experts for each paper.
2. Author prepares a first draft for critique by the panel.
3. Author prepares a redraft for critique by Senior Policy Advisors.
4. A redraft is prepared for review by commissioners at the October or February meeting.

The research design includes three seminars for researchers and senior experts. It was felt that panels of experts could preclude the need for some of these seminars and help to move the process along more quickly.

It was suggested that the names of the members of the panel reviewing each topic be published in the final report to make clear the extent of review and support for each section.

VI. Commission Outreach

A. CAJE Presentation Plans

It was noted that Sara Lee will be asked to serve as the Commission's liaison with CAJE for the August 15 meeting and beyond.

A proposal from Fox and Hochstein suggesting that workshops at CAJE be organized around option paper topics was received favorably. It was suggested that this proposal be presented to Sara Lee by HLZ and, if she agrees, that she be asked to discuss it with Elliot Spack. (Later: Seymour Fox suggests that Annette Hochstein make initial contact with Spack for a sense of his reaction to the concept. Still later: Sara Lee believes proposal is impractical, because program is already too full.)

It was also noted that SF had agreed to write a first draft of MLM's remarks to be made to the CAJE plenary session on August 15. The draft will then be reviewed by JR and S. Lee for their suggestions.

It was suggested that the Commission presentation at the CAJE meeting be publicized in some way by CAJE. HLZ will pursue this with Sara Lee.

B. November GA Meeting

HLZ will talk with Carmi Schwartz about a presentation on the Commission to take place during the CJF meeting scheduled for mid November in Cincinnati.

C. Presentation to Bureau Directors

VFL will call J. Woocher for feedback on his recent meeting with bureau directors and for his advice on who should make a presentation at their November meeting. The purpose of this presentation will be to report on the outcomes of the October Commission meeting.

D. Articles for Publication

It was suggested that a summary of the topics and authors of papers for the final report be sent to the commissioners prior to the October Commission meeting. The same information could then be released to the Jewish media for publication immediately following the October meeting.

E. Outreach to JESNA and JWB

This is a topic to be considered in more detail in the future. It was suggested that MLM consider attending a JESNA Board meeting to discuss Commission-related matters.

VII. Hillel Representation

We have received a letter from Barry Schrage suggesting that Hillel be represented on the Commission. It was noted that both Corson and Lipset have also been encouraging more direct involvement of an organization representing the college age.

It was suggested that Hillel involvement is important, but that it might be best accomplished by appointing Richard Joel, Hillel International Director, to serve on the panel for the personnel paper.

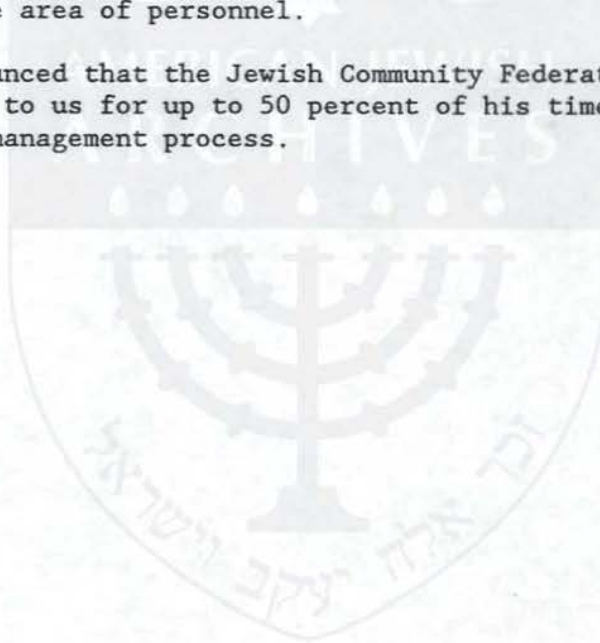
It was also suggested that the denominations should be involved on panels.

HLZ and VFL will draft a response from MLM to Barry Schrage. It will be noted that we agree with the importance of college age representation and that we are considering ways to involve a Hillel representative in the research and writing process.

VIII. Good and Welfare

Questions were raised about the number of people we anticipate training for entry into the field of Jewish education. HDS will call Don Feldstein at the CJF Personnel Department to get details on the current needs in the area of personnel.

It was announced that the Jewish Community Federation has agreed to loan Mark Gurvis to us for up to 50 percent of his time to assist in the Commission management process.



- ☐ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Mandel Assignments

ORIGINATOR VFL

DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Meet with Schorsch, Lamm and Gottschalk to develop a mechanism to involve the denominations, along with AR or JW.		MLM	3/30/89	9/1/89	
2.	Arrange for Premier's PR representative to work with Paula Berman Cohen in establishing contacts with the <u>New York Times</u> and the <u>Wall Street Journal</u> .		MLM	3/30/89	TBD	
3.	Consider calling Herschel Blumberg and Paul Berger to interest <u>Moment</u> in the Commission.		MLM	3/30/89	TBD	
4.	Contact assigned commissioners for follow up to June 14 meeting. Max Fisher Joseph Gruss Ludwig Jesselson Daniel Shapiro		MLM	6/15/89	8/1/89	
5.	Meet with Michael Albanese, HLZ and VFL to discuss developing monthly trend report and to discuss Commission budget.		MLM	4/4/89	TBD	
6.	Consider a trip to the west coast to meet with the local LA commission.		MLM	5/7/89	TBD	
7.	Convene foundation and federation representatives, with HLZ.		MLM	6/15/89	10/1/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Mandel Assignments - Page 2

ORIGINATOR VFL DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
8.	Identify commissioners who may have areas of special competence and recommend that SF ask their involvement in preparing or reacting to reports in their areas of expertise.		MLM	6/15/89	7/30/89	
9.	Consider attending a JESNA Board meeting to discuss Commission.		MLM	7/5/89	TBD	
10.	Hold meeting with Twersky.		MLM	2/9/89	11/1/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION	Commission on Jewish Education in NA
SUBJECT/OBJECTIVE	Naparstek Assignments
ORIGINATOR	VFL
DATE	7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. Mandell Berman Stuart Eizenstat Matthew Maryles Peggy Tishman Bennett Yanowitz Alvin Schiff Haskell Lookstein Ronald Appelby Henry Koschitzky Lionel Schipper Donald Mintz Charles Ratner		AJN	6/15/89	8/1/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
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☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Fox Assignments

ORIGINATOR

VFL

DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare proposal for implementation mechanism (IJE).	TP	SF	2/9/89	8/1/89	
2.	Prepare outline for a vision paper. (Part of IJE mission statement)	SP	SF	2/9/89	TBD	
3.	Contact assigned commissioners for follow up to June 14 meeting. Mona Ackerman David Arnow Charles Bronfman Lester Crown Alfred Gottschalk David Hirschhorn Seymour Martin Lipset Florence Melton Isadore Twersky Sara Lee Robert Loup		SF	6/15/89	8/1/89	
5.	Involve commissioners identified by staff in preparing or reacting to reports in their areas of expertise.		SF	6/15/89		
6.	Draft MLM's presentation to 8/15 CAJE group in consultation with S. Lee and JR.		SF	7/5/89	7/30/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Hochstein Assignments

ORIGINATOR VFL DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. Morton Mandel Esther Leah Ritz Norman Lamm Ismar Schorsch (done)		AH	6/15/89	8/1/89	
2.	Extract assignments from meeting tapes.		AH	6/15/89	7/24/89	
3.	Identify commissioners who may have areas of special competence and recommend that SF ask their involvement in preparing or reacting to reports in their areas of expertise.		AH	6/15/89	7/30/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Zucker Assignments

ORIGINATOR VFL DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. John Colman Maurice Corson Eli Evans Robert Hiller		HLZ	6/15/89	8/1/89	
2.	Develop a plan for follow up to federation-related meetings at which Commission presentations occur.		HLZ	4/3/89	6/30/89	
3.	Work with C. Schwartz to ensure that Commission reports are on agendas of groups he convenes or reports to.		HLZ	5/7/89	ongoing	
4.	Coordinate development of a PR plan through 1990.		HLZ	7/5/89	ongoing	
5.	See that planning group considers holding periodic meetings of Commission after 6/90 to monitor IJE.		HLZ	5/7/89	TBD	
6.	Identify commissioners who may have areas of special competence and recommend that SF ask their involvement in preparing or reacting to reports in their areas of expertise.		HLZ	6/15/89	7/30/89	
7.	Contact Carmi Schwartz to discuss how Commission should be featured at GA.		HLZ	7/5/89	8/24/89	
8.	Work with S. Lee on encouraging CAJE to publicize Commission presentation to their group.		HLZ	7/5/89	8/15/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Reimer Assignments

ORIGINATOR VFL DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. Irwin Field Mark Lainer Arthur Green Jack Bieler Josh Elkin Carol Ingall Harold Schulweis Isaiah Zeldin		JR	6/15/89	8/1/89	
2.	Identify commissioners who may have areas of special competence and recommend that SF ask their involvement in preparing or reacting to reports in their areas of expertise.		JR	6/15/89	7/30/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION	Commission on Jewish Education in NA	
SUBJECT/OBJECTIVE	Rotman Assignments	
ORIGINATOR	VFL	DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Identify commissioners who may have areas of special competence and recommend that SF ask their involvement in preparing or reacting to reports in their areas of expertise.		AR	6/15/89	7/30/89	





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Woocher Assignments

ORIGINATOR VFL

DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. David Dubin Irving Greenberg Lester Pollack Harriet Rosenthal		JW	6/15/89	8/1/89	
2.	Identify commissioners who may have areas of special competence and recommend that SF ask their involvement in preparing or reacting to reports in their areas of expertise.		JW	6/15/89	7/30/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Levi Assignments

ORIGINATOR VFL

DATE 7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow procedure for scheduling Commission meetings for 2/14/90 and 6/13/90.		VFL	5/7/89	8/15/89	
2.	Send reminders of assignments, including suggested topics for follow-up meetings with commissioners.		VFL	7/5/89	7/20/89	
3.	Call J. Woocher for feedback on recent meeting with bureau directors and advice on who should meet with burear directors in November.		VFL	7/5/89	7/20/89	
4.	Draft MLM response to B. Schrage letter, with HLZ.		VFL	7/5/89	7/24/89	



SEE MANAGEMENT MANUAL POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☐ ASSIGNMENTS
- ☐ ACTIVE PROJECTS
- ☐ RAW MATERIAL
- ☐ FUNCTIONAL SCHEDULE

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FUNCTION	Commission on Jewish Education in NA		
SUBJECT/OBJECTIVE	Stein Assignments		
ORIGINATOR	VFL	DATE	7/12/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Don Feldstein of CJF Personnel Department for details on current needs in area of personnel.		HDS	7/5/89	7/28/89	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Mandel Assignments

ORIGINATOR VFL

DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Meet with Schorsch, Lamm and Gottschalk to develop a mechanism to involve the denominations, along with AR or JW.		MLM	3/30/89	9/1/89	
2.	Arrange for Premier's PR representative to work with Paula Berman Cohen in establishing contacts with the <u>New York Times</u> and the <u>Wall Street Journal</u> .		MLM	3/30/89	TBD	
3.	Consider calling Herschel Blumberg and Paul Berger to interest <u>Moment</u> in the Commission.		MLM	3/30/89	TBD	
4.	Contact assigned commissioners for follow up to June 14 meeting. Max Fisher Joseph Gruss Ludwig Jesselson		MLM	6/15/89	8/1	
5.	Meet with Michael Albanese and AdN to discuss developing monthly trend report and to discuss Commission budget.		MLM	4/4/89	TBD	
6.	Consider a trip to the west coast to meet with commissioners, the local LA commission, and make CAJE presentation. <i>consider Trip to LA to meet w/ LA commission - see item</i>		MLM	5/7/89	7/1/89	set
7.	Convene foundation and federation representatives, with HLZ.		MLM	6/15/89	10/1	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Naparstek Assignments

ORIGINATOR VFL

DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. Mandell Berman Stuart Eizenstat Matthew Maryles Peggy Tishman Bennett Yanowitz Alvin Schiff Haskell Lookstein Ronald Appelby Henry Koschitzky Lionel Schipper Donald Mintz Charles Ratner		AJN	6/15/89	8/1	
2.	Draft paper listing the rationale for any implementation mechanism. Circulate to planning group for input.		AJN	5/7/89	TBD	
3.	Work with planning group on developing and ranking list of commissioners whom MLM should try to see personally.		AJN	5/7/89	6/30/89	on agenda
4.	See that planning group considers if/when (after 6/14) to arrange a meeting of funders.		AJN	5/7/89	6/15/89	under consideration by HLZ + MLM
5.	See that planning group considers holding periodic meetings of Commission after 6/90 to monitor IJE.		AJN	5/7/89	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Fox Assignments

ORIGINATOR

VFL

DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVAL DATE
1.	Prepare proposal for implementation mechanism (IJE).	TP	SF	2/9/89	8/1/89	
2.	Convene meeting of MLM with Twersky, Lipset, heads of 4 seminaries, SF or AH.	SP	SF	2/9/89	TBD 11/1	more to add page
3.	Prepare outline for a vision paper. (Part of IJE mission statement)	SP	SF	2/9/89	TBD	
4.	Contact assigned commissioners for follow up to June 14 meeting. Mona Ackerman David Arnow Charles Bronfman ✓ Lester Crown Alfred Gottschalk David Hirschhorn Seymour Martin Lipset Florence Melton Isadore Twersky Sara Lee Robert Loup ✓		SF	6/15/89		
5.	Identify commissioners who wish to be more deeply involved and ask their involvement in preparing reports in their areas of expertise. <i>may have areas of special competence</i>		SF	6/15/89		
6.	Suggest a date for the fourth Commission meeting.		SF	6/15/89	7/1/89	discussing w/ #2 7/4

← MLM

put on everyone's page



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Hochstein Assignments

ORIGINATOR VFL DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. Morton Mandel Esther Leah Ritz Norman Lamm Ismar Schorsch✓		AH	6/15/89		
2.	Extract assignments from meeting tapes.		AH	6/15/89		



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Zucker Assignments

ORIGINATOR VFL

DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. John Colman Maurice Corson Eli Evans Robert Hiller		HLZ	6/15/89		
2.	Develop a plan for follow up to federation-related meetings at which Commission presentations occur.		HLZ	4/3/89	6/30/89	In process
3.	Work with C. Schwartz to ensure that Commission reports are on agendas of groups he convenes or reports to.		HLZ	5/7/89	ongoing	
4.	Draft list of communities to be targeted in PR approach. Help develop a com PR plan thru 6/90.		HLZ	5/2/89	6/30/89	Being rethought



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Reimer Assignments

ORIGINATOR VFL DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. Irwin Field Mark Lainer Arthur Green Jack Bieler Josh Elkin Carol Ingall Harold Schulweis Isaiah Zeldin		JR	6/15/89		
3.	Consult with Senior Policy Advisors on papers for final report.		JR	6/15/89	7/15/89	out
4.	Consult with ^{various} a team of researchers to begin to explore available data.		JR	6/15/89		
5.	Meet with Fox and Hochstein in Israel to review the concept of the final report.		JR	6/15/89	7/15/89	out



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Rotman Assignments

ORIGINATOR VFL

DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioner for follow up to June 14 meeting: Daniel Shapiro - assign to MCM		AR	6/15/89		





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION	Commission on Jewish Education in NA		
SUBJECT/OBJECTIVE	Woocher Assignments		
ORIGINATOR	VFL	DATE	6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting. David Dubin Irving Greenberg Lester Pollack Harriet Rosenthal		JW	6/15/89		





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Levi Assignments

ORIGINATOR VFL DATE 6/28/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow procedure for scheduling Commission meetings for 2/14/90 and 6/13/90.		VFL	5/7/89	7/15/89	
2.	Work with Senior Policy Advisors to develop a list of assignments generated by commissioners at the 6/14 Commission meeting.		VFL	6/15/89	9/1 7/15/89	
3.	Distribute assignments to Senior Policy Advisors.		VFL	6/15/89	7/20/89	
4.	Extract list of key commissioners from notes of Senior Policy Advisors' meeting and place on file.		VFL	6/15/89	6/30/89	Done



- ☒ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION COMMISSION STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR VFL DATE June 6, 1989

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Consider inviting Berman, Mintz, and Yanowitz to a dinner meeting on Tuesday, June 13, to review June 14 meeting.		MLM	6/6/86	6/9/89	Removed
2.	Call commissioners to confirm attendance for June 14 meeting.		VFL	6/6/89	6/8/89	Done
3.	Finalize meeting arrangements.		VFL	6/6/89	6/12/89	Done
4.	Redraft the document "Some Questions for Discussion" to include introductory paragraph, list of proposed questions, and explanation of each question.		HDS	6/6/89	6/7/89	Done
5.	Prepare paper detailing proposals for the commissioning of papers for a final report for presentation at the June 15 Senior Policy Advisor's meeting.		JR	6/6/89	6/12/89	
6.	Check with the UJA/Federation to see if November 8 is available for the next Commission meeting.		VFL	6/6/89	6/8/89	Done

- ☒ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION COMMISSION STEERING COMMITTEE

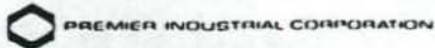
SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Virginia F. Levi

DATE 5/2/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Recommend to MLM schedule of regional meetings for after the June Commission meeting.		AJN	4/4/89	TBD	
2.	Work with PBC and HLZ to put together a proposal on communication strategy for MLM approval. This includes determining milestone events, developing communication pieces, developing a work plan and prioritizing the work plan.		AJN	4/4/89	5/1/89	In process
3.	Develop list of PR activities to be undertaken immediately - with PBC.		AJN	5/2/89	6/1/89	In process
4.	Follow up with Henry Hecker at JWB and Frank Strauss at CJF regarding follow up to meetings of April 9 and 10.		AJN	4/4/89	4/21/89	In process
5.	Develop list of papers to be commissioned and timetable for final report and circulate to planning group for feedback.		AJN	4/4/89	6/15/89	In process
6.	Confirm June meetings with Planning Group and Senior Policy Advisors.		VFL	5/2/89	5/15/89	Done
7.	Distribute MLM memo of 4/13 on possible Commission outcomes to Planning Group members.		VFL	5/2/89	5/5/89	Done
8.	Add section on PR to Steering Committee factbook.		VFL	5/2/89	5/31/89	Done
9.	Write to PR Committee members to put future meetings on hold.		AJN	5/2/89	5/8/89	Done
10.	Draft list of communities to be targeted in PR approach.		HLZ	5/2/89	6/1/89	
11.	Distribute draft of General Brochure on Commission to Steering Committee members and get comments.		VFL	5/2/89	5/12/89	Done, being redrafted
12.	Consider meeting with local Los Angeles Commission.		MLM	5/2/89	7/1/89	In process

6/2 UPDATE


 SEE MANAGEMENT MANUAL POLICY NO. 85
 FOR GUIDELINES ON THE COMPLETION
 OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Mandel Assignments

ORIGINATOR

VFL

DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVAL DATE
1.	Meet with Schorsch, Lamm and Gottschalk to develop a mechanism to involve the denominations, along with AR or JW.		MLM	3/30/89	by 9/1 6/1/89	
2.	Arrange for Premier's PR representative to work with Paula Berman Cohen in establishing contacts with the <u>New York Times</u> and the <u>Wall Street Journal</u> .		MLM	3/30/89	TBD 6/1/89	AJN has info on this
3.	Consider calling Herschel Blumberg and Paul Berger to interest <u>Moment</u> in the Commission.		MLM	3/30/89	TBD 6/1/89	
4.	Contact assigned commissioners individually prior to June 14 meeting. Max Fisher - OK Joseph Gruss - ? Ludwig Jesselson -		MLM	3/30/89	5/31/89	
5.	Meet with Michael Albanese and AJN to discuss developing monthly trend report and to discuss Commission budget.		MLM	4/4/89	TBD 6/1/89	In process
6.	Consider a trip to the west coast to meet with commissioners, the local LA commission, and make CAJE presentation.		MLM	5/7/89	7/1/89	
7.	Invite appropriate commissioners to chair group meetings; AJN to draft letter.		MLM	5/7/89	5/25/89	Done
8.	Invite group co-chairs; AJN to draft letter.		MLM	5/7/89	5/25/89	Done
9.	Call Mona Ackerman and encourage her to attend 6/14 Commission meeting.		MLM	5/7/89	6/1/89	

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Naparstek Assignments

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft position description for head of implementation mechanism.	TP	AJN	2/9/89	TBD	In process
2.	<p>Contact assigned commissioners individually prior to June 14 meeting.</p> <p>Mandell Berman - 4/28 Stuart Eizenstat - <i>scheduled</i> Matthew Maryles - 5/3 Peggy Tishman - 5/4 Bennett Yanowitz - <i>done</i> Alvin Schiff - 5/3 Haskell Lookstein 5/4 Ronald Appelby 5/1 Henry Koschitzky Lionel Schipper 5/1 Donald Mintz - <i>done</i> Charles Ratner - <i>done</i></p>		AJN	3/30/89	5/5/89	
B.	Recommend to MLM schedule of regional meetings to follow June Commission meeting.		AJN	4/4/89	TBD	
4.	Work with PBC and HLZ to put together a proposal on communication strategy for MLM approval. This includes determining milestone events, developing communication pieces, and developing and prioritizing a work plan.		AJN	4/4/89	5/15/89	<i>Done In process</i>
5.	Follow up with Henry Hecker at JWB and Frank Strauss at CJF regarding follow up to meetings of April 9 and 10.		AJN	4/4/89	4/21/89	<i>In process Done</i>
7.	Develop list of papers to be commissioned and timetable for final report and circulate to Planning Group for feedback.		AJN	4/4/89	6/15/89	<i>In process</i>



PREMIER INDUSTRIAL CORPORATION

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 FOR GUIDELINES ON THE COMPLETION
 OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION	Commission on Jewish Education in NA
SUBJECT/OBJECTIVE	Naparstek Assignments - Page 2
ORIGINATOR	VFL
DATE	5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
8.	Develop list of PR activities to be undertaken immediately - with PBC.		AJN	5/2/89	6/1/89	Done
9.	Seek advice of D. Ariel on asking A. Schiff to participate in CAJE presentation in August.		AJN	5/2/89	6/1/89	
10.	<i>any</i> Draft paper listing and explaining <i>the rationale for</i> basic assumptions underlying implementation, with SF and AH. Circulate to planning group for input.		AJN	5/7/89	6/30/89 TBD	
11.	<i>mechanism</i> Work with CJF, JESNA, and JWB pros to ensure that their lay leaders remain engaged in Commission proceedings.		AJN	5/7/89	ongoing TBD	
12.	Work with Rotman & Woocher to ensure that Commission reports are on agendas of groups they convene or report to.		AJN	5/7/89	ongoing TBD	
13.	Draft statement on relationship of Commission to JWB & JESNA, with AR and JW, for review by planning group.		AJN	5/7/89	6/13/89	
14.	Work with planning group on developing and ranking list of commissioners whom MLM should try to see personally.		AJN	5/7/89	6/30/89	<i>put on agenda for next mtg.</i>
15.	Review reports on commissioner interviews with input from SF, AH, HDS, and HLZ and draft MLM introduction for 6/14 meeting.		AJN	5/7/89	5/31/89	<i>in process Done</i>

- ☐ ASSIGNMENTS
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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Naparstek Assignments - Page 3

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE
16.	Draft letter from MLM to appropriate commissioners asking them to chair group meetings.		AJN	5/7/89	5/22/89	Done
17.	Make follow-up phone call to MLM invitation to potential group chairs.		AJN	5/7/89	5/31/89	Done
18.	Draft letter from MLM inviting group co-chairs.		AJN	5/7/89	5/22/89	Invited by phone
19.	Suggest and, after approval, invite the most appropriate resource people and recorders for group meetings, with HLZ.		AJN	5/7/89	5/22/89	In process
20.	Develop grid indicating assignments and timetable for preparing participants in 6/14 meeting, with VFL.		AJN	5/7/89	5/22/89	In Done process
21.	See that planning group considers if/when (after 6/14) to arrange a meeting of funders.		AJN	5/7/89	6/15/89	
22.	See that planning group considers holding periodic meetings of Commission after 6/90 to monitor IJE.		AJN	5/7/89	TBD	

- ☐ ASSIGNMENTS
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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Fox Assignments

ORIGINATOR VFL

DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare proposal for implementation mechanism (IJE).	TP	SF	2/9/89	5/22/89 8/1	
2.	Convene meeting of MLM with Twersky, Lipset, heads of 4 seminaries, SF or AH.	SP	SF	2/9/89	TBD	
3.	Redraft option paper on personnel in light of implementation proposals and outline of final report.	SP	SF	2/9/89	5/22/89	Done
4.	Prepare outline for a vision paper. (Part of IJE mission statement)	SP	SF	2/9/89	5/22/89 TBD	
5.	Contact assigned commissioners individually prior to June 14 meeting. Mona Ackerman - 5/5 David Arnow - 5/5 Charles Bronfman - 5/4 Lester Crown - 5/8 Alfred Gottschalk - 4/7 David Hirschhorn - 5/3 Seymour Martin Lipset - 4/5 Florence Melton - 5/8 Isadore Twersky - 5/4 Sara Lee - 4/2 Robert Loup - to be done by phone		SF	3/30/89	5/5/89	
6.	Prepare background papers for 6/14 meeting.		SF	4/7/89	5/22/89	Done
7.	Draft discussion guide for use at group meetings, with AH, to be mailed no later than June 1.		SF	5/7/89	6/1/89	In process
8.	Draft letter to go to commissioners by 5/26 reflecting outcome of interviews with AH.		SF	5/7/89	5/19/89	
9.	Draft letter on content and agenda of 6/14 meeting to be mailed by 6/2, with AH.		SF	5/7/89	5/23/89	Done

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Hochstein Assignments

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact assigned commissioners individually prior to June 14 meeting.</p> <p>Morton Mandel Esther Leah Ritz - 4/5-5/21 Norman Lamm - 4/5 Ismar Schorsch - 4/5</p>		AH	3/30/89	5/5/89	

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Zucker Assignments

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Redraft option paper on community in light of implementation proposals and outline of final report.	SP	HLZ	2/9/89	5/22/89	Done
2.	Contact assigned commissioners individually prior to June 14 meeting. John Colman - 5/3 Maurice Corson - after 5/8 - <i>done</i> Eli Evans - 5/11 Robert Hiller - 6/7		HLZ	3/30/89	5/25/89	
3.	Develop a plan for follow up to federation-related meetings at which Commission presentations occur.		HLZ	4/3/89	6/1/89	In process
4.	Work with C. Schwartz to ensure that Commission reports are on agendas of groups he convenes or reports to.		HLZ	5/7/89	ongoing	
5.	Draft statement on relationship of Commission to CJF, with CS for review by planning group.		HLZ	5/7/89	6/13/89	
6.	Invite Esther Leah Ritz to make presentation on community and arrange to brief her.		HLZ	5/7/89	5/15/89	
7.	Work with J. Fox on revisions of paper on local initiatives and decide whether or not to distribute to commissioners.		HLZ	5/7/89	5/19/89	Done
8.	Draft list of communities to be targeted in PR approach.		HLZ	5/2/89	6/1/89	In process

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Reimer Assignments

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a thought piece on alternative scenarios for final report to be reviewed by internal staff and distributed to senior policy advisors.		JR	3/30/89	TBD	In process
2.	Contact assigned commissioners individually prior to June 14 meeting. Irwin Field - 5/1 Mark Lainer - 5/1 Arthur Green - 4/24 Jack Bieler - 4/25 Josh Elkin Carol Ingall - 4/25 Harold Schulweis - 5/1 Isaiah Zeldin - 5/1		JR	3/30/89	5/5/89	
3.	Outline approach to commissioning papers, including proposing editorial boards and potential authors, on the following topics: State of the Field Organizational or Institutional Analysis of the Field Jewish Continuity and Jewish Education Best Practices Enhancing Option Papers on Personnel and Community		JR	4/7/89	5/12/89	Done; Being revised
4.	Send critique of J. Fox paper on local initiatives to HLZ.		JR	5/7/89	5/15/89	Done
5.	Draft outline for MLM meetings with Schorsch, Lamm and Gottschalk; review with SF and AJN.		JR	5/7/89	5/26/89	



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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Rotman Assignments

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioner individually prior to June 14 meeting: Daniel Shapiro - 4/27/89		AR	3/30/89	5/5/89	Done





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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Woocher Assignments

ORIGINATOR VFL DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners individually prior to June 14 meeting. David Dubin - 4/25 Irving Greenberg - 4/28 Lester Pollack - scheduled for 5/25 ✓ Harriet Rosenthal - 5/4		JW	3/30/89	5/5/89	
4.	Prepare list of critical groups and players within denominations and send to AJN.		JW	3/30/89	5/12/89	Done



PREMIER INDUSTRIAL CORPORATION

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Levi Assignments

ORIGINATOR

VFL

DATE 5/10/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Confirm June meetings with Planning Group and Senior Policy Advisors.		VFL	5/2/89	5/15/89	Done
2.	Add section on PR to Steering Committee factbook.		VFL	5/2/89	5/31/89	Done
3.	Distribute draft of General Brochure on Commission to Steering Committee members and get comments.		VFL	5/2/89	5/12/89	Done; being redrafted
4.	Develop list of commissioners not planning to attend 6/14 meeting and work with "counselors" to develop plan to encourage attendance.		VFL	5/7/89	5/22/89	In process
5.	Follow procedure for scheduling Commission meetings for 2/14/90 and 6/13/90.		VFL	5/7/89	6/9/89	In process

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Assignments re 6/14 Preparations

ORIGINATOR VFL DATE 6/2/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Meet with Charles Bronfman to review discussion guide and prepare him to serve as group chair.		SF	5/7/89	6/13/89	Scheduled
2.	Meet with David Hirschhorn to review discussion guide and prepare him to serve as group chair.		SF	5/7/89	6/13/89	Scheduled
3.	Meet with Esther Leah Ritz to review discussion guide and prepare her to serve as group chair.		AH	5/7/89	6/13/89	Scheduled
4.	Talk with Bill Berman about his role as co-chair. Review discussion guide.		AJN	5/7/89	6/13/89	
5.	Talk with Don Mintz about his role as co-chair. Review discussion guide.		AJN	5/7/89	6/13/89	
6.	Talk with Bennett Yanowitz about his role as co-chair. Review discussion guide.		AJN	5/7/89	6/13/89	
7.	Invite Alfred Gottschalk to give D'var Torah at conclusion of meeting.		MLM	5/7	6/13	Done
8.	Talk with Bob Hiller about his role as community "expert."		HLZ	5/7/89	6/13/89	Scheduled
9.	Recommend final list of community and Personnel experts and ensure that all have been invited and are aware of their responsibilities.		AJN	5/7/89	6/7/89	
10.	Recommend recorders and ensure that all have been invited and are aware of their responsibilities.		AJN	5/7/89	6/7/89	



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FUNCTION COMMISSION STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Virginia F. Levi

DATE 4/4/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Place items listed under Notes in a section call General Principles.		VFL	4/4/89	4/15/89	Done
2.	Discuss details of the Israel office budget with SF and AH.		AJN	4/4/89	4/7/89	Open
3.	Meet with Michael Albanese to discuss developing monthly trend report.		MLM AJN	4/4/89	5/1/89	
4.	Release meeting room space at Jewish National Fund.		VFL	4/4/89	4/14/89	Done
5.	Visit the AJC and the 92nd Street Y to determine if it is an appropriate meeting place.		AJN	4/4/89	4/7/89	Done
6.	Contact the UJA to reserve meeting room space for October 4 and 11.		VFL	4/4/89	4/7/89	Done
7.	Call invitees to MLM dinner on April 9 to encourage their attendance.		AJN HLZ	4/4/89	4/7/89	Done
8.	Meet with HLZ and VFL to discuss follow up of April 9 dinner meeting.		AJN	4/4/89	4/18/89	In Process
9.	Recommend to MLM schedule of regional meetings for after the June Commission meeting.		AJN	4/4/89	TBD	
10.	Develop a chart listing commissioners and their contact persons, and a second chart listing senior policy advisors and commissioners assigned to each.		VFL	4/4/89	4/14/89	Done
11.	Develop an interview design with AJN, AH and JR.		SF	4/4/89	4/20/89	Done
12.	Work with AJN and HLZ on process of interviewing counselors, and put together a proposal on communication strategy for MLM approval. This includes determining milestone events, developing communication pieces, developing a work plan and prioritizing the work plan.		PBC	4/4/89	5/1/89	In Process

- ☒ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
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FUNCTION COMMISSION STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Virginia F. Levi

DATE 4/4/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
13.	Follow up with Henry Hecker at JWB and Frank Strauss at CJF regarding follow up to meetings of April 9 and 10.		AJN	4/4/89	4/21/89	In process
14.	Draft a letter to commissioners regarding a one-on-one meeting.		AJN	4/4/89	4/20/89	Done
15.	Prepare a memo to propose background materials and timetable for final report, with HLZ.		AJN	4/4/89	5/1/89	In process
16.	Invite Steve Hoffman and Herman Stein to join Commission Steering Committee.		AJN	4/4/89	4/5/89	Done



PREMIER INDUSTRIAL CORPORATION

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FUNCTION	COMMISSION STEERING COMMITTEE	
SUBJECT/OBJECTIVE	ASSIGNMENTS	
ORIGINATOR	Virginia F. Levi	DATE 3/15/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop assignment list by person and by function and post on office wall-- to be updated regularly.		VFL	3/15/89	3/20/89	Done
2.	Send list of commissioners to MLM, AJN, and HLZ with space for comments and a plan for contact.		VFL	3/15/89	3/21/89	Done
3.	Suggest plan for commissioner contact on list provided and return to VFL.		MLM/ AJN/ HLZ	3/15/89	3/28/89	Done
4.	Work with Ken Kristoff and Mike Cole to develop a format for a chart of accounts.		AJN/ VFL	3/15/89	3/29/89	First draft done
5.	Add section for financial reports to Commission Steering Committee book.		VFL	3/15/89	4/3/89	done
6.	Redesign commissioner contact follow-up sheet to be reviewed by committee members.		MLM	3/15/89	3/17/89	Done



1990

1989

[illegible]

INTER-OFFICE CORRESPONDENCE

TO: Commission File FROM: Virginia F. Levi DATE: 6/22/89
NAME NAME
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION

REPLYING TO
YOUR MEMO OF: _____

SUBJECT: KEY COMMISSIONERS

At the Senior Policy Advisors meeting of June 15, 1989, the following commissioners were identified as "key" to Commission progress:

✓Ackerman	Evans	Hiller	✓Lipset	Ratner
Arnow	Fisher	Hirschhorn	Maryles	Ritz
Berman	✓Gottschalk	Koschitzky	Melton	✓Schorsch
Bronfman	✓Green	Lainer	Mintz	✓Twersky
Crown	✓Gruss	✓Lamm	✓Pollack	Yanowitz

Special efforts should be made to ensure that these people attend Commission meetings and are consulted on areas of interest to them.

ARCHIVES



7/3/89

Commission on Jewish Education in North America
Interview Checklist
Follow-up to Commission Meeting of 6/14/89

Commissioner	Assigned to	Scheduled	Interviewed	Report In
Mona Ackerman	SF			
Ronald Appleby	AJN			
David Arnow	SF			
Mandell Berman	AJN			
Jack Bieler	JR			
Charles Bronfman	SF	X		
John Colman	HLZ			
Maurice Corson	HLZ			
Lester Crown	SF			
David Dubin	JW			
Stuart Eizenstat	AJN			
Joshua Elkin	JR			
Eli Evans	SF			
Irwin Field	JR			
Max Fisher	MLM			
Alfred Gottschalk	SF			
Arthur Green	JR			
Irving Greenberg	JW			
Joseph Gruss	MLM			
Robert Hiller	HLZ			
David Hirschhorn	SF			
Carol Ingall	JR			
Ludwig Jesselson	MLM			
Henry Koschitzky	AJN			

7/3/89

Commission on Jewish Education in North America
Interview Checklist
Follow-up to Commission Meeting of 6/14/89

Commissioner	Assigned to	Scheduled	Interviewed	Report In
Mark Lainer	JR			
Norman Lamm	AH			
Sara Lee	SF			
Seymour Martin Lipset	SF			
Haskel Lookstein	AJN			
Robert Loup	SF	X		
Morton Mandel	AH			
Matthew Maryles	AJN			
Florence Melton	SF			
Donald Mintz	AJN			
Lester Pollack	JW			
Charles Ratner	AJN			
Esther Leah Ritz	AH			
Harriet Rosenthal	JW			
Alvin Schiff	AJN			
Ismar Schorsch	AH	X	X	X
Harold Schulweis	JR			
Lionel Schipper	AJN			
Daniel Shapiro	AR			
Peggy Tishman	AJN			
Isadore Twersky	SF			
Bennett Yanowitz	AJN			
Isaiah Zeldin	JR			

4/13/89

Commissioner Interview Assignments

<u>Sr. Policy Advisor</u>	<u>Commissioner</u>
David Ariel	none
Seymour Fox	Mona Ackerman David Arnow Charles Bronfman Lester Crown Eli Evans Charles Ratner Alfred Gottschalk David Hirschhorn Seymour Martin Lipset Isadore Twersky Sara Lee
Annette Hochstein	Ludwig Jesselson Morton Mandel Florence Melton Esther Leah Ritz Norman Lamm Ismar Schorsch
Stephen Hoffman	none
Morton Mandel	Max Fisher Joseph Gruss
Arthur Naparstek	Ronald Appleby Mandell Berman Stuart Eizenstat Henry Koschitzky Haskell Lookstein Matthew Maryles Donald Mintz Alvin Schiff Lionel Schipper Peggy Tishman Bennett Yanowitz

Sr. Policy Advisor

Commissioner

Joseph Reimer

Irwin Field
Mark Lainer
Robert Loup
Arthur Green
Jack Bieler
Josh Elkin
Carol Ingall
Harold Schulweis
Isaiah Zeldin

Arthur Rotman

Daniel Shapiro

Carmi Schwartz

none

Herman Stein

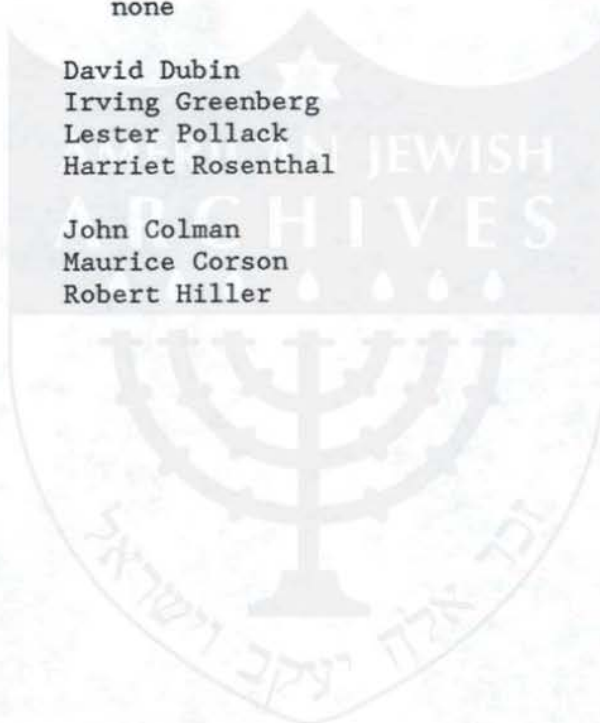
none

Jonathan Woocher

David Dubin
Irving Greenberg
Lester Pollack
Harriet Rosenthal

Henry Zucker

John Colman
Maurice Corson
Robert Hiller



4/6/89

COMMISSION STEERING COMMITTEE

GENERAL PRINCIPLES

1. Commissioners should be actively engaged in the work of the Commission.
2. All working ideas from minutes and tapes of meetings should be listed and ranked by the planning group to determine which ones to pursue. The list should be added to continually.
3. We should address the individual interests of commissioners while pursuing our main thrusts.
4. All commissioners are welcome to communicate through letters, mailings, etc., but the office will not circulate these communications.
5. Staff should send all commissioner debriefing summaries to VFL for circulation to the Planning Group. All meetings should result in a written summary which can be circulated.
6. A file of all Commission-related correspondence will be maintained by VFL and circulated to the Planning Group.



PREMIER INDUSTRIAL CORPORATION

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Communications Assignments

ORIGINATOR VFL DATE 6/30/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a series of targeted mailings to CJF "big 30" execs and chairs on Commission progress, with PBC.		AJN	5/2/89	6/30/79	In Process
2.	Consider use of CJF satellite network to communicate with federation execs and lay leaders.				TBD	
3.	Consider series of presentations for CJF GA meeting in Cincinnati - 11/89.				TBD	
4.	Begin to plan for BDF meeting prior to GA 11/89.		AJN	5/2/89	TBD	
5.	Develop strategy of mailings to Bureau Directors between now and 11/89.		AJN	5/2/89	TBD	
6.	Prepare article of 2,000-3,000 words for Council for Jewish Education journal to be published by 11/89.		TBD			
7.	Develop full press kit and send to targeted publications.		PBC	5/2/89	TBD	
8.	Consider preparing pieces on individual commissioners for use in their local publications.		AJN	5/2/89	TBD	
9.	Coordinate review and revision of draft for general brochure.		AJN	5/2/89	TBD	In Process

JUN 26 1989

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION

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HEBREW UNION COLLEGE OF EDUCATION

407 UNIVERSITY AVENUE • LOS ANGELES, CALIFORNIA 90007-1000
213/461-1111

June 22, 1989

Mr. Morton Mandel
Premier Industrial Foundations
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mort:

This letter is a report of my meeting with the representatives of CAJE held on Monday, June 19. It was an excellent meeting in which all of us worked diligently to develop the best possible structure for your participation in the forthcoming CAJE conference. The proposal which follows is for your consideration, and we hope you will find it both comfortable and challenging.

The evening of Tuesday, August 15 will be dedicated to a conversation between the Commission on Jewish Education in North America and the participants in the 14th annual CAJE conference in Seattle. We propose that the conversation take place in a three-part program over the course of the evening.

Part I - A presentation by you and two other Commission members to a plenum. You would make the major presentation, lasting about 30-40 minutes, covering the following topics:

- 1) A reflection on who you are, your involvement in the Jewish communal world, and your current interest in Jewish education.
- 2) Your rationale for convening this commission and your hopes for its achievements.
- 3) The issues and concerns that the Commission has identified to date, with particular emphasis on the concern with personnel.
- 4) Your hopes for what can be learned from the CAJE conference participants in terms of the personnel issue.

H/2 ✓
181 ✓
1-11

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After your presentation two other commissioners would reflect briefly (5-7 minutes) on their perspective on the personnel issue. Our ad hoc committee suggests that Joshua Elkin, a practitioner, be one of the panelists and that a woman be the other. Since so many Jewish educators are women, it is important to have a woman presenter. The committee offers two possibilities for your consideration. The first is to invite Esther Leah Ritz to present on this panel, and her presentation offers another lay perspective. The other suggestion, encouraged by Annette and Art in subsequent telephone conversations, is that I be the other panelist. If that is your wish I will arrange to be present at the conference for the program, since I do not depart for Europe until Friday, August 18.

Part II (1 hour) - The conference participants will be divided into discussion groups according to the roles they occupy in Jewish education (i.e. day school teacher, supplementary school principal, early childhood educator, etc.). In these groups they will fill out a brief questionnaire, to be prepared by the CAJE people, which will start them thinking about their motivations and issues as Jewish educators. Then the discussion will move to a consideration of the following questions:

- 1) What do you believe it would take to recruit people into roles in Jewish education?
- 2) What keeps you in the field, and what additional forces would reinforce your staying? What might lead you to leave the field of Jewish education? What could change that situation?
- 3) What do you need for your task as a Jewish educator, especially in the area of continuing education, professional growth, etc? What support would be necessary for you to take advantage of such opportunities?
- 4) What do you believe would be the most significant factor in making a difference in the personnel issue in Jewish education?

Part III (45 minutes) - The recorders of the discussion groups will meet with you and the other commissioners to discuss the results of the group discussion. In particular, it will be important to identify recurring themes in many of the groups and the responses to question four.

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This final step in the process will afford you and the commissioners an opportunity to analyze the suggestions put forth by Jewish education practitioners at the conference. We would conclude with an attempt at summary.

This is the program we are suggesting and I would like to endorse the proposal enthusiastically. In addition, the CAJE representatives hope that you will personally invite all the commissioners to attend the CAJE conference and this important evening. Not only will the discussions be rich and fruitful, but the format of the discussion groups will enable us to generate an important data base. If the proposal meets with your approval, I would suggest that you communicate your agreement to: Mr. Joel Grishaver, Torah Aurah Productions, 4423 Fruitland Avenue, Los Angeles, CA 90058, who represents CAJE for this program. I would also appreciate your notifying him and me about your decision about the other two panelists.

It has been a pleasure representing you in these deliberations, and I am thrilled that this conversation between CAJE and the Commission will take place.

Cordially,

Sara S. Lee
Director
Rhea Hirsch School of Education

SSL/fj

cc: Arthur Naparstek



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Communications Assignments

ORIGINATOR VFL

DATE 6/5/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with PBC and HLZ to put together a proposal on communication strategy for MLM approval. This includes determining milestone events, developing communication pieces, and developing and prioritizing a work plan.		AJN	4/4/89	5/15/89	In Process
2.	Follow up with Henry Hecker at JWB and Frank Strauss at CJF regarding follow up to meetings of April 9 and 10.		AJN	4/4/89	4/21/89	Done
3.	Clarify list of PR activities to be undertaken immediately - with PBC.		AJN	5/2/89	6/1/89	Done
4.	Polish article for August CAJE publication.		JR	5/2/89	5/16/89	Removed
5.	Develop a series of targeted mailings to CJF "big 30" execs and chairs on Commission progress, with PBC.		AJN	5/2/89	6/30/79	In Process
6.	Consider use of CJF satellite network to communicate with federation execs and lay leaders.				TBD	
7.	Consider series of presentations for CJF GA meeting in Cincinnati - 11/89.				TBD	
8.	Prepare 300 word article for CJF newsbrief - due 6/1/89.		PBC	5/2/89	5/31/89	Done
9.	Recommend how Commission might be presented in 5/31 JESNA broadcast to Bureau directors.		AJN	5/2/89	5/20/89	Done

- ☐ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION	Commission on Jewish Education in NA	
SUBJECT/OBJECTIVE	Communications Assignments - Page 2	
ORIGINATOR	VFL	DATE 6/5/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
10.	Prepare article for <u>Trends</u> to be submitted by 5/25.		PBC	5/2/89	5/31/89	Done
11.	Draft guest column for <u>Pedagogic Reporter</u> by MLM for submission by 7/1/89.		PBC	5/2/89	6/25/89	In Process
12.	Begin to plan for BDF meeting prior to GA 11/89.		AJN	5/2/89	TBD	
13.	Develop strategy of mailings to Bureau Directors between now and 11/89.		AJN	5/2/89	TBD	
14.	Consider presentation at annual meeting of Jewish Communal Services 6/4-7.					
15.	Prepare article of 2,000-3,000 words for Council for Jewish Education journal to be published by 11/89.		TBD			
16.	Consider how to be visible at Federation Planners meeting in Israel, 7/89.		AJN	5/2/89	6/20/89	
17.	Develop full press kit and send to targeted publications.		PBC	5/2/89	TBD	
18.	Consider preparing pieces on individual commissioners for use in their local publications.		AJN	5/2/89	TBD	
19.	Coordinate review and revision of draft for general brochure.		AJN	5/2/89	6/9/89	In Process
20.	Prepare article for <u>JWB Circle</u> to be submitted by 6/5/89.		PBC	5/2/89	6/5/89	Done

THE COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

SUGGESTED NORMS FOR ALL COMMISSION DOCUMENTS

At the debriefing sessions following the first Commission meeting, the planning group agreed that it might be useful to set down agreed-upon norms to guide the preparation and presentation of all papers to be written for the Commission.

Scope

The following materials are involved:

- a. Documents for the Commissioners - e.g. the data pages for the first commission meeting.
- b. Staff research papers - e.g. the background paper on which the data pages were based; the personnel document to be prepared for the second meeting: the "map" of Jewish education, etc...
- c. Commissioned research - if and when needed and decided upon.
- d. Policy papers for the Commissioners. e.g. Summary of interviews; options' paper.
- e. All future publications of the Commission, e.g. "Best Practice" document.

Goal

Our purpose is to reach agreement, and some amount of uniformity, as to the Method by which documents are prepared, the Level of social science thinking and research involved, and guidelines for the written presentation of documents.

Rationale

The need for such agreement arises from two peculiarities of our work:

** Materials are being prepared by different people in separate and distant locations. This makes it harder to ensure adequate communication of expectations and of the anticipated depth, reliability, and validity of the background work.

** Ours is a multi-disciplinary endeavor. The unifying factor is the policy orientation of the Commission. This requires methodological agreement on the use of Social Science research for policy making, and on the applicable research norms. 1

The major challenge facing research for public policy is to strike a correct balance between the research needs and the inherent characteristics of the decision-making world. Chief amongst these are time limitations (Commissioners will not wait to take their decisions); limitations of resources (what are adequate and relevant research parameters); and the need to translate policy questions into social science questions - and then to translate social science findings back into policy-relevant language.

Some guidelines

These guidelines do not presume to relate to the individual methods of research, data-gathering, analysis and scientific reporting of the researchers. Rather they come to deal with one common aspect of all the Commission work.

1. All materials prepared for the Commission - irrespective of their depth or breadth - should represent state-of-the-art knowledge.
2. The use of state-of-the-art methods appropriate to policy-oriented research should be encouraged. Polling methods of various kinds (e.g. delphi) should be considered - as a means of involving some or all Commissioners and various publics in the analytic process and the learning that will lead to recommendations.
3. Every paper prepared should fit within the overall workplan and research design for the Commission.
4. The methodology used in the preparation of materials should be disclosed - preferably before the paper is written - for critique by the planning group.
5. Consultations with the top experts in the various fields of relevance is probably our most effective means to overcome the time constraints inherent in the Commission work, while maintaining the quality level we seek. In order to ensure state-of-the-art knowledge, no materials will be circulated beyond the planning group before the author has the opportunity to consult with experts, either individually or in group meetings. Hopefully, as work progresses, a group of experts may be identified for ongoing consultation.
6. In each case, we will decide who is the relevant audience for the document. Documents for the Commissioners must be prepared with the following elements in mind:
 - * The pluralistic nature of the Commission requires awareness of the diverse sensitivities amongst Commissioners. Is the document likely to offend such sensitivity? If yes, is it a necessary and worthwhile price to pay?

- * The presentation should meet the requirement of very intelligent, very busy lay-people.
- 7. We may decide to allocate oversight responsibility for these various elements to different members of the planning group.

Notes

1. There is extensive literature on these topics. The following article may be useful:

James Coleman: "Policy Research in the Social Sciences", 1972, General Learning Corporation.



Agenda
Commission Steering Committee
July 5, 1989

	<u>Tab</u>	<u>Assignment</u>
I. Review Steering Committee minutes of June 6, 1989	1	VFL
II. Review all open assignments	2	VFL
III. Update on steps toward final report	Handout	JR
A. Content		
B. Identification of authors		
C. Process for implementation		
IV. Follow-up contact with commissioners	5	VFL
A. Mail minutes and cover letters (announce date for Commission meeting #4)	<i>minutes still under review mtr. date unclear</i>	
B. Phone calls following receipt of minutes	<i>contact by assigned counselor following mailing of min.</i>	
C. Review assignment of commissioners to staff	<i>covered in assignments & Tab 5 - any reassignments</i>	
D. Identify commissioners to be seen personally by MLM	<i>- see Tab 5 - list of key comm. - do in July</i>	
V. Scheduling of meetings	3	HLZ
A. Fourth Commission meeting		
1. Wed., Oct. 4		
2. Tues., Wed., or Thurs., Oct. 24-26		
3. Mon., Nov. 13 (Would require Sun. prep meeting and Tues. AM follow-up with quick departure for some to GA in Cincinnati. Consider pre-GA meetings, including bureau directors.)		
B. Future meetings of Senior Policy Advisors		
1. Thurs., Aug. 10, 10:00 - 4:00 (tentative)		
C. Future meetings of Steering Committee		
1. Thurs., Aug. 3, 1:30 - 5:00 (cancel Aug. 8)		
2. Tues., Sept. 5, 1:30 - 5:00		
3. October and beyond		

VI. Commission outreach

8

HLZ

- A. Update on CAJE presentation plans
- B. Consider presence at November GA meeting
- C. Consider presentation to Bureau Directors' pre-GA meeting
- D. Articles for several publications
- E. Outreach to Federation: Jewish education planning committees, Federation planning directors, Federation executive directors and presidents, CJF
- F. Outreach to JESNA and JWB

VII. Consider adding a representative of Hillel to the Commission

HLZ

