



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.

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

Subseries 1: Meetings, 1990–1998.

Box
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Folder
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Barth, Karen. Meeting. 10 March 1998, 1998.

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

LP/KAB
3/10/98

1. List of ongoing issues #1
2. Audit Committee/Bob Dietz/Budgeting System #2
3. D & O discussion at Board
4. Dates for MSF
5. 3/15 meeting with MLM
6. Ruder/Finn
7. Baltimore lay leader program and pre-GA program
8. Progress report on Chairman's Council #3
9. JEWEL/CFWW #4
10. Proposed materials for Board meeting
 - Board meeting – Agenda #5
 - Guiding Principles #6
 - Possible new Board members #7
 - Lay leadership Research #8
 - Forum Update #9
11. Approvals #10

LP/KAB
ONGOING ISSUES

- ✓ 1. D&O Insurance
- ✓ 2. Hartman Institute - Lay leadership research
- 3. Phil Margolius
- 4. Betty Aranberg
- 5. "Spin" on Lead Communities
- 6. Daniel Shapiro
- 7. Charles Bronfman
- 8. Richard Burg
- ✓ 9. Dates for MSF



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**DRAFT MEMORANDUM**

Date: March 9, 1998

To: Mort Mandel
Lester Pollack
Stanley Horowitz

cc: Alan Hoffmann
Steve Hoffman

We face some significant challenges as we think about an appropriate budgeting process for CIJE. We are more like a Silicon Valley high tech firm than like an electric utility. By this I mean the following:

- A large percentage of what we do each year has not been done before by us--often it has not been done before by anyone
- We are constantly learning and revising our strategies. Flexibility and creativity are key success factors for our work
- We have to let go of projects at a much faster rate than many organizations in order to generate resources to keep moving forward
- We are an entrepreneurial start-up venture with a lot of potential for growth

For this reason, I have tried to design a process that will give us plenty of built-in opportunity for exchange of ideas and for making the tough trade-offs. I have tried to bring in a long-term perspective while maintaining short-term flexibility.

Proposed Budgeting Process for CIJE

- 1) CIJE staff retreat to develop a 2-year work plan
- 2) Program & Budget Committee meets to discuss 2 year work plan
- 3) CIJE Board revises/approves work plan

- 4) CIJE staff develop preliminary budget numbers (rough) and proposed funding plan which is reviewed with the Program & Budget Committee (and the Fundraising Committee?)
- 5) CIJE Board revises/approves preliminary 2-year budget and fundraising plan
- 6) CIJE Staff submits 2-year plan & 1 year grant request to MSF
- 7) CIJE Staff prepares final 1 year budget & fundraising plan

Proposed Budgeting/Work Plan Principles

- 1) Zero-based budgeting for all projects unless unbreakable commitments have been made
- 2) Availability of project funding will not drive priorities
- 3) Programs must link to Strategic Plan
- 4) Midyear budget review with flexibility to make major shifts (but not to increase total)



DRAFT

[illegible]

CHAIRMAN'S COUNCIL

| NAME | ATTENDING FIRST MEETING | AGREED TO COME TO ONE MEETING AND WILL SEE | AGREED TO BE ON COUNCIL | NOT INTERESTED |
|--------------------|-------------------------------|--|----------------------------|-------------------|
| David Arnow | No | X | | |
| Mandell Berman | No | | X | |
| David Hirschhorn | No | | X | |
| Michael Jesselson | No | | X | |
| Gershon Kekst | No | | X | |
| Mark Lainer | No | | X | |
| Matthew Maryles | No | | X | |
| Ezra Merkin | Yes | X | | |
| Judith Stern Peck | No | | X | |
| Richard Scheuer | No | | X | |
| Bennett Yanowitz | No | | X | |
| Charles Bronfman | No | | X | |
| Morris Offit | No | | X | |
| George Rohr | No | | | |
| Jack Nash | No | | ? | |
| Bruce Slovin | No | | | |
| Burt Lehman | Yes | | | |
| Michael Steinhardt | Yes | | | |
| Henry Taub | No | | | X |
| Daniel Rose | No | | | X |
| Alan Jaffe | No | | X | |
| Louis Pearlmutter | Yes | | | |

CIJE JEWEL DIRECTOR

POSITION DESCRIPTION

Develop and manage leadership training for lay and professional leaders in Jewish education. Key responsibilities include:

- Developing a plan for JEWEL
- Recruiting and managing faculty and administrators
- Funder relations and public relations
- Developing curriculum
- Recruiting students
- Overseeing the business side of the institute
- Monitoring, evaluation, and ongoing change management

QUALIFICATIONS

A seasoned, respected educator with:

- At least 5 years experience as an administrator
- A solid knowledge base in the field of education (Jewish education preferred)
- A good Jewish background
- A track record of excellence
- Familiarity with the Jewish community
- Leadership experience

PERSONAL QUALITIES

- A person of vision and integrity
- Superior intelligence
- Flexibility and collaborative approach to decision-making
- Excellent communication skills – both written and oral
- Creative, entrepreneurial energy
- A serious senior presence
- Ability to read and understand the politics of the Jewish world
- Prefer someone already known and broadly respected in the Jewish world.

CIJE CFWW DIRECTOR

POSITION DESCRIPTION

Develop and manage a high-quality network of consultants qualified to work with Jewish educational institutions. Key responsibilities include:

- Recruiting consultants
- Running training programs and conferences
- Setting up a quality control system
- Setting up a matching system
- Managing the development of tools and a web site
- Dealing with CFWW funders
- Participate as a senior member of the staff of CIJE in CIJE planning, board meetings, external relations, etc.

QUALIFICATIONS

A seasoned professional with:

- At least 5 years consulting experience (preferably in a large firm)
- A track record of excellence
- A graduate degree, MBA preferred
- Active in and knowledgeable about the Jewish community
- Experience managing others

PERSONAL QUALITIES

- Superior intelligence
- A person of vision and integrity
- A serious presence – someone who commands attention when they speak
- Excellent communications skills both written and oral

**Draft Agenda – Board Meeting
March 19, 1998**

- | | |
|-----------------------------------|--------------------|
| 1. Introduction | 9:30-10:00 |
| 2. Lay leadership research | 10:00-11:00 |
| 3. Forum | 11:00-12:00 |
| Lunch | 12:00-12:45 |
| 4. New Board members | 12:45-1:15 |
| 5. Guiding principles | 1:15-2:15 |
| 6. Updates | 2:15-3:00 |



GUIDING PRINCIPLES

KAB WILL BRING TO THE MEETING

AMERICAN JEWISH
ARCHIVES



Possible New CIJE Board Members – In Process

| Name | Loc. | Denominational Affiliation | Approx. Age | Suggested By | Key Roles | Comments |
|---------------------|---------|----------------------------|-------------|-------------------|--|---|
| Phil Margolius | | ? | 60-70 | MLM | Chair JCCA Educational Committee | Being Asked by Lester |
| Harley Gross | CL | Conservative | 45-50 | MLM/ Chuck Ratner | President of Cleveland JECC Vice Chair of Campaign | KAB to meet in March or April |
| Judy Peck | NY | Conservative | 50's | Esther Leah Ritz | President of B'nai Jeshurun; Chair of JTS Rabbinical Board | |
| Belda Lindenbaum | NY | Orthodox | 60's | Judy Peck | Lay Chair of Midreshet Lindenbaum and Bar Ilan | |
| Beth Ostrow | NY | Conservative | 50's | KAB | Lay Founder of Solomon Schechter School of Long Island | Visionary leader who is well regarded in the Jewish Community |
| Allen Jaffe | NY | ? | 50's | LP/ John Ruskay | Former Chair UJA/ Federation NY | |
| Michael Bohnen | BO | ? | 40's | KAB | Chair of Boston Continuity Commission | |
| Daniel Shapiro | NY | Reform? | 50's | LP | Former Pres. Of UJA/Federation NY | Did diversity study for UJA |
| Lynn Korda-Kroll | NY | | 50's | | Former Chair of NY Continuity Commission | |
| Barbara Dobkin | NY | | 50's | | Creator of Mayan (a Jewish women's center) | |
| Dick Davimos | NY | Reform | 60's | KAB | Active in AJC | |
| Michael Sovern | NY | ? | 60's | KAB | Ex-Pres of Columbia Univ; Amer Jewish Congress | |
| Howard Cabot | Phoenix | | | KAB | Spearheading new day school in Phoenix | |
| Henry Rosofsky | BO | | 60's | KAB | Ex-Dean of School of Art & Sciences at Harvard | |
| Rabbi Gordon Tucker | NY | Conservative | 40's | KAB | Ex-Dean of JTS Rabbinical School | |
| Joanna Barsh | NY | ? | 40's | KAB | Director, McKinsey & Co. | |

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Lay Leadership Study: Research Plan

Long-term Objective

To expand the pool of people with talent and resources who are interested in Jewish education and who are willing to serve as board members, funders, and in other lay leadership roles in Jewish educational institutions and organizations.

Research Goals

1. To identify factors which motivate lay people to become involved -- and to maintain their involvement -- with Jewish educational issues and institutions
2. To profile the current Jewish education lay leadership
3. To identify factors, including personal and structural, which serve as impediments to lay involvement in Jewish educational issues and institutions
4. To recommend strategies for recruiting capable lay leaders and for sustaining their interest in Jewish education.

Underlying Assumption

Jewish educational improvement will not occur without a partnership of outstanding lay leaders and professionals.

Sampling Frame

Local Lay Leadership

The Jewish educational lay leadership of 3 cities will be surveyed. An attempt will be made to select cities that represent one of the 3 categories of cities developed by the Council of Jewish Federations (e.g. large, large-intermediate and intermediate). In each city, a comprehensive listing will be gathered consisting of those who are active in local Jewish educational institutions as well as those who are active in local communal institutions, such as in JCC's and in local Foundations. This list will be compiled with the help of the local Jewish educational lay leadership.

National Lay Leadership

To survey the leadership of national Jewish educational organizations (e.g. JTS, JESNA, CAJE) complete lists will be obtained and surveys will be sent to the volunteer leaders of these organizations. (When the number of people on a board exceeds 100, surveys will be sent only to executive committee members).

Jewish Lay Leaders Not Involved in Jewish Education

To learn why some lay leaders in Jewish settings do not become involved in Jewish educational issues and organizations, we plan to interview approximately 15 such individuals who will be identified by informants located in each of the 3 selected cities. Five to ten Jewish individuals who are exclusively involved in general (non-Jewish) causes will also be identified and interviewed for this study.

Research Methodology

Several methodologies will be used to address the research goals listed above.

1. In-Person Interviews The first stage of the research will consist of conducting in-

depth, one-on-one interviews with approximately 25-30 lay leaders and philanthropists. Those interviewed will include both those currently involved with Jewish education as well as those involved with other Jewish causes, exclusive of Jewish education. We will attempt to interview prominent national leaders, local leaders (e.g. board members of primary or secondary Jewish schools), as well as several individuals who are simultaneously involved on the local and the national levels.

2. Survey. Information culled from these interviews will be used to design a closed-ended survey. This survey will be sent to all the leaders and philanthropists identified in 3 (yet to be selected) cities as well as individuals who are involved on the national level. The survey will be sent to approximately 500 individuals. A 50 - 60% response rate is anticipated.

3. Focus Group. After the survey and interview data are analyzed, the findings will be presented to a group of Jewish education lay leaders for their comments, interpretations and recommendations. Their reactions to the data will be incorporated into the results section of the final report.



Research Topics and Questions

1. Interview and Survey Questions for Jewish Educational Lay Leadership

In addition to obtaining demographic information, the following topics will be included:

- What originally motivated them to assume their first volunteer position in the field of Jewish education?
- What factors serve to sustain their interest? (e.g. Which project did they particularly enjoy doing? What issue interests them?)
- What frustrations/disappointments have they experienced?
- Do they serve on the Boards of other Jewish institutions? (If yes, which?)
- Are they supporting other Jewish causes? (Which?)
- • What (if any) lay position/s would they like to hold in the near-term and also in the long-term?/
- Do they volunteer their time for any other Jewish causes? (If yes, which causes? Are they on the boards?)
- Do they volunteer their time for other general (non-Jewish) causes? (If yes, which ones and how do these organizations compare to the Jewish ones in terms of functioning, efficacy, volunteer responsibilities, gratification derived, etc.?)
- What do they regard as the major issues facing American Jewish education?
- How can these issues be addressed?
- What is their experience with, and impression of, the Jewish educational lay leadership?
- What can be done to encourage lay leaders and philanthropists to become more involved with Jewish education?
- What can be done to encourage lay leaders to increase their level of giving to Jewish education?
- In what denomination, and with what level of observance and knowledge, were they brought up?
- What is their current level of observance, Jewish knowledge and Jewish learning?
- Is their household/extended family a Jewish education "user"? If yes, what kinds and levels of Jewish education do they use (or have they used in the past?)

2. Interview Questions for Those Not Involved in the Lay Leadership of Jewish Education:

In addition to many of the questions listed above, individuals whose voluntary activities are located outside of Jewish education (including outside the Jewish world), will be asked additional questions including: their "lay" career paths, their knowledge of Jewish educational institutions (including lay involvement with these institutions), their knowledge of Jewish educational issues, the reasons they have not become more involved in Jewish education and where they would contribute if they wished to donate money to Jewish education.

Report

The report will incorporate information culled from the interviews, the survey and the focus group. It will describe the career paths of lay people who are involved in Jewish educational activities and will identify the factors that contributed to their initial

involvement as well as the factors that served to sustain their involvement. The gratifications as well as the frustrations of volunteer work in Jewish educational institutions and organizations will be discussed.

Lay leaders' general demographic (e.g. age, gender, education, geographical area) and Jewish demographic (e.g. level of Jewish education, Jewish identity, denomination) characteristics will also be examined to provide a context for understanding their attitudes and experiences. Background information regarding the board or organization that is most important to them will also be reported (e.g. type of organization, size of organization, size of board, whether it is local or national, etc.)

To explore the potential for board development and expansion, information obtained from the interviews with leaders who are not involved in Jewish education will be presented. Perceived and actual impediments to involvement will be described.

The concluding section of the report will contain recommendations for recruiting lay leaders and also for sustaining their interest in the area of Jewish education.

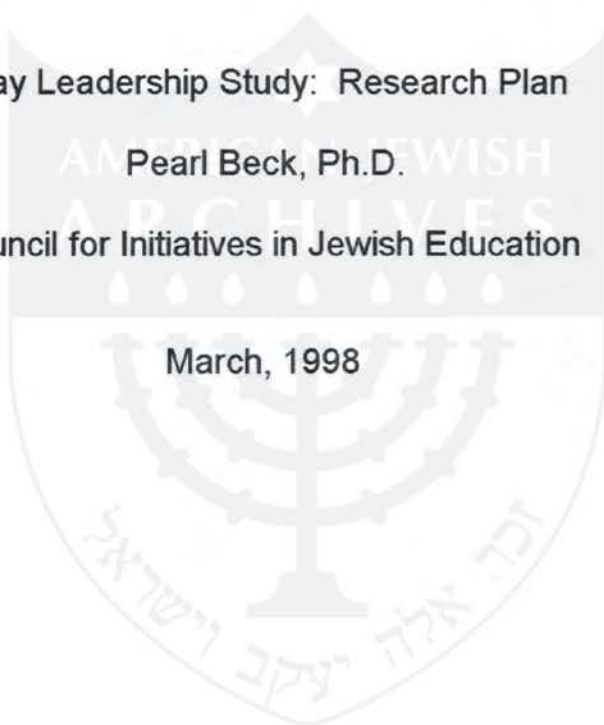


Lay Leadership Study: Research Plan

Pearl Beck, Ph.D.

Council for Initiatives in Jewish Education

March, 1998



Memo

To: Forum Planning Committee-Karen Barth, John Colman, Gail Dorph,
Lee Hendler, Steve Hoffman, Esther Leah Ritz

From: Chuck Ratner and Cippi Harte

CC: Morton L. Mandel, [✓]Lester Pollack

Date: March 5, 1998

Re: March 13th Teleconference

Attached please find the agenda and attachments for our teleconference on March 13th.

Please contact either Cippi Harte at ext. 21 or Jessica Holstein at ext. 25 to confirm your participation and the telephone number you will be at for the teleconference call.

Memo

To: Leadership Forum Planning Committee
From: Chuck Ratner, chair
Date: March 4, 1998
Re: March 13th Telecon Agenda

1. Preliminary Program Ideas (see attachment A)
2. Involving Others-(review the strategies)
 - a. Sounding boards-who should be involved? how should we involve them? (see attachment B preliminary list of participants for review)
 - b. Networking plan for getting the names of lay leaders to invite (see attachment C)
3. Site Discussion (see attachment D)
 - a. University/Think Tank
 - b. Luxury Conference center
 - c. Urban Hotel setting
4. Updates
 - a. PR firm
 - b. Event planner
5. March 19th Board presentation
6. Next steps and next teleconference

Status Report on Design of Forum Program

1. An idea for an overall concept:

- Revitalizing our Educational Institutions – What would it take to bring about fundamental improvement in educating institutions?

2. Possible Sub-topics:

- Institutional Change – How can some of the learning about institutional change from inside and outside the Jewish community be applied to the challenges we face in our system of education?
- Developing Leadership – What is the current state of Jewish lay and professional educational leadership, and what could be done to strengthen capacity and the capabilities?
- Measuring Outcomes – How will we know if we are succeeding?
- Economics of Jewish Education – What would it take to develop a healthy system for adequate financing of all types of Jewish education?

3. Possible approach to each topic:

- State the problem
- Study the issue (data gathering)
- Nature of the problem
- Study appropriate texts
- Dilemmas in terms of action
- Current approaches to issue
- Brainstorm new approaches

4. Next Steps:

- Staff Retreat to develop program proposal
- Sounding-board discussions
- In-depth review with Planning Committee
- Review with Board

List Generated at First Forum Planning Meeting

Preliminary List of Participants for Review

| | | | |
|----------------------|-------------|--------------------------------------|---|
| <u>Lay Leaders</u> | | | |
| Phil | Margolius | Chair | Jewish Community Center Association (JCCA) |
| Dan | Shapiro | | Council of Jewish Federations (CJF) |
| Lynn | Korda Kroll | | New York United Jewish Appeal (UJA) - Federation |
| Mark | Lainer | | Los Angeles Federation |
| Barbara | Dobkin | | New York City |
| Andy | Groveman | | Memphis |
| Gerald | Cohen | | Atlanta |
| <u>Professionals</u> | | | |
| Barry | Shrage | Executive Director | Combined Jewish Philanthropies (CJP), Boston |
| Jon | Ruskay | Chief Operating Officer (COO) | United Jewish Appeal (UJA) - Federation |
| Saul | Andron | Associate Director | Jewish Education Service of North America (JESNA) |
| Bob | Abramson | Education Director | United Synagogue of Conservative Judaism (USCJ) |
| Jan | Katzew | Education Director | Union of American Hebrew Congregations (UAHC) |
| Richard | Joel | Executive Director | National Hillel |
| Avraham | Infeld | Executive Director | Melitz |
| Mike | Rosenak | Mandel Professor of Jewish Education | Hebrew University |
| Sheldon | Zimmerman | | Hebrew Union College (HUC) - Cincinnati |
| Ismar | Schorsch | Chancellor | Jewish Theological Seminary (JTS) |
| Norman | Lamm | President | Yeshiva University (YU) |
| Alfred | Gottschalk | | Hebrew Union College (HUC) - Cincinnati |
| Alexander | Shindler | | Union of American Hebrew Congregations (UAHC) |
| Jerry | Epstein | | United Synagogue of Conservative Judaism (USCJ) |

Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Institutions | | | | |
|--------------|---------------------|-----------------------|--------------|-------|
| Assignment | Person to be called | Institution | Telephone | Notes |
| KAB | Alan Finkelstein | JCCA | 212-532-4958 | |
| | | | | |
| | | | | |
| KAB | Richard Joel | Hillel | 202-857-6561 | |
| | | | | |
| | | | | |
| KAB | Irwin Kula | CLAL | 212-779-3300 | |
| | | | | |
| | | | | |
| KAB | John Ruskay | UJA Federation | 212-836-1228 | |
| | | | | |
| | | | | |
| KAB | Carolyn Keller | CJP (Boston) | 617-457-8591 | |
| | | | | |
| | | | | |
| KAB | Larry Moses | Wexner (Columbus, OH) | 614-939-6060 | |
| | | | | |
| | | | | |
| KAB | Dan Friedlander | UAHC | 212-650-4111 | |
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| Institutions | | | | |
|--------------|---------------------|----------------|---------------------|-------|
| Assignment | Person to be called | Institution | Telephone | Notes |
| KAB | Dovid Bernstein | Torah Umesorah | 914-356-2961 | |
| | | | | |
| | | | | |
| KAB | Bob Abramson | USY | 212-260-8450 | |
| | | | | |
| | | | | |
| KAB | Bob Hirt | YU | 212-960-5263 | |
| | | | | |
| | | | | |
| KAB | Judy Peck | JTS | 212-628-1027 (home) | |
| | | | | |
| | | | | |
| KAB | Norman Cohen | HUC | 212-824-2259 | |
| | | | | |
| | | | | |
| KAB | David Teutsch | RRC | 215-576-0800 | |
| | | | | |
| | | | | |
| KAB | Michael Paley | UJA Federation | 212-836-1505 | |
| | | | | |
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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Institutions | | | | |
|--------------|---------------------|--------------------------|--------------|-------|
| Assignment | Person to be called | Institution | Telephone | Notes |
| LP/KAB | Louis Perlmutter | | | |
| LP/KAB | | Conference of Presidents | 212-318-6111 | |

Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Institutions | | | | |
|--------------|---------------------|-------------|--------------|-------|
| Assignment | Person to be called | Institution | Telephone | Notes |
| PCH | Norbert Fruehauf | CJF | 212-598-3509 | |
| | | | | |
| | | | | |
| PCH | Dalia Pollack | CJF | 212-598-3538 | |
| | | | | |
| | | | | |
| PCH | Jon Woocher | JESNA | 212-529-2000 | |
| | | | | |
| | | | | |
| PCH | David Elcott | CLAL | 212-779-3300 | |
| | | | | |
| | | | | |
| PCH | Josh Elkin | PEJE | 617-491-9190 | |
| | | | | |
| | | | | |
| PCH | Eliot Spack | CAJE | 212-268-4210 | |
| | | | | |
| | | | | |
| PCH | Carol Diamant | Hadassah | 212-303-8132 | |
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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Foundations | | | | | |
|-------------|------------|---------------------|-----------|--------------|-------|
| Assignment | Foundation | Person to be called | Location | Telephone | Notes |
| | Samis | Rob Toren | Seattle | 206-623-0615 | |
| | | | | | |
| | | | | | |
| | Blaustein | David Hirschhorn | Baltimore | 410-347-7200 | |
| | | | | | |
| | Koret | | SF | 415-882-7740 | |
| | | | | | |
| | Gruss | | NY | | |
| | | | | | |
| | Cummings | Rachel Cowan | NY | 212-787-7300 | |
| | | | | | |
| | Spielberg | Margery Tabankin | LA | 310-395-3599 | |
| | | | | | |
| | Bader | Dan Bader | Milwaukee | 414-224-6464 | |
| | | | | | |
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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Cities | | | | |
|------------|---------------------|----------------|--------------|--|
| Assignment | Person to be called | | Notes | |
| | City | Name | Telephone | |
| KAB | SE Florida | MLM | | |
| | | | | |
| | | | | |
| KAB | Boston | Barry Shrage | 617-457-8606 | |
| | | | | |
| | | | | |
| KAB | Columbus | Larry Moses | 614-939-6060 | |
| | | | | |
| | | | | |
| KAB/LP | Detroit | Mandell Berman | 810-353-8390 | |
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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Cities | | | | |
|------------|---------------------|------------------|---------------------|--|
| Assignment | Person to be called | | Notes | |
| | City | Name | Telephone | |
| PCH | Los Angeles | Gil Graff | 213-852-7702 | |
| | | | | |
| | | | | |
| PCH | Los Angeles | Mark Lainer | 818-787-1400 (home) | |
| | | | | |
| | | | | |
| PCH | Chicago | John Colman | 847-835-1209 | |
| | | | | |
| | | | | |
| PCH | Milwaukee | Esther Leah Ritz | 414-291-9220 | |
| | | | | |
| | | | | |
| PCH | Baltimore | Lee Hendler | 410-363-4135 | |
| | | | | |
| | | | | |
| PCH | Cleveland | Steve Hoffman | 216-566-9200 | |
| | | | | |
| | | | | |

Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Cities | | | | |
|------------|---------------------|----------------|---------------------------------|--|
| Assignment | Person to be called | | Notes | |
| | City | Name | Telephone | |
| PCH | San Francisco | Nechama Tamler | 415-512-6284 | |
| | | | | |
| | | | | |
| PCH | Kansas City | Alan Edelman | 913-327-8104 | |
| | | | | |
| | | | | |
| PCH | Houston | Shirley Barish | | |
| | | | | |
| | | | | |
| PCH | Toronto | NR | 212-873-4606 | |
| | | | | |
| | | | | |
| PCH | National | Avraham Infeld | 810-665-5567 or 011-02-673-4441 | |
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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

| Cities | | | | |
|------------|---------------------|--------------|--------------|--|
| Assignment | Person to be called | | Notes | |
| | City | Name | Telephone | |
| | Minneapolis | Dick Spiegel | 612-474-2345 | |
| | | | | |
| | | | | |
| | Washington, DC | | | |
| | | | | |
| | | | | |
| | Philadelphia | | | |
| | | | | |
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| | Bergen, NJ | | | |
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| | Montreal | | | |
| | | | | |
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| | Seattle | | | |
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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

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Solicitation of Names and Contact Information of Lay Leaders/Potential Forum Invitees

[illegible]

University/Think Tanks

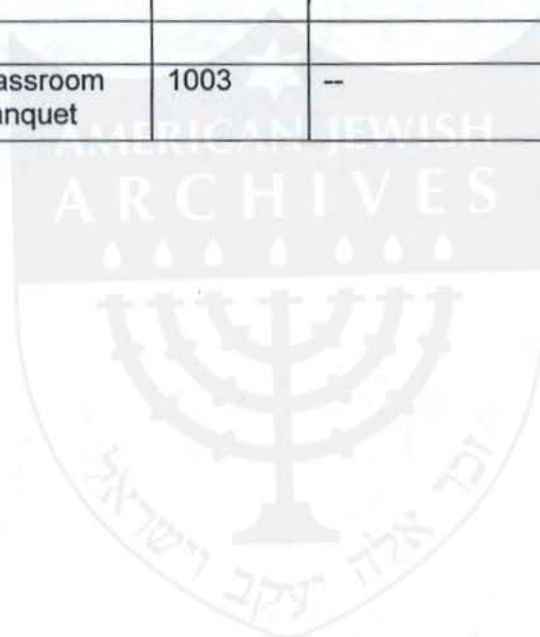
| Location | Site | Meeting Room Capacity | Sleeping Rooms | Nearby Hotels | Comments |
|----------------|-------------------------|---|----------------|---|---|
| Princeton, NJ | Princeton University | 400-450 auditorium 4 breakout areas – 66 max. each | -- | Hyatt Regency – 348 rooms 1 mi. from university | Only available spring break March 13-21; kosher dining hall 100 max., looking into feasibility of turning over another dining hall. |
| Boston, MA | Harvard Business School | 360-800 auditorium 100 breakout | -- | Doubletree Suites - 200 group max. Westin - 100-250 group max. | Only available after 1 st week of June 1999; classrooms as breakouts; must go through alumnae office; academic events take precedence. |
| Washington, DC | Brookings Institution | 250 auditorium 150 dining area | -- | Radisson Hotel Carleton Hotel | Never done kosher before, discussing possibility with in-house catering department. |

Luxury Conference Centers

| Location | Site | Meeting Room Capacity | Sleeping Rooms | Nearby Hotels | Comments |
|---------------|---|---|--------------------|---|---|
| New York area | Palisades Executive Conference Center (Palisades, NY) | 230-350 classroom 375 theater | 206 | Pearl River Hilton - 106 rooms | Done kosher events before. |
| New York area | Hamilton Park Conference Hotel (Florham Park, NJ) | 250 classroom 320 theater | 217 | Governor Morris – 198 rooms Summerfield Suites | Biggest client McKinsey and Co., overflow hotels reserved and billed through Hamilton Park. |
| Princeton, NJ | The Forrestal at Princeton | 250 classroom 400 theater 300 dining area | 290/250 group max. | Marriott Hotel Hyatt Regency - 348 rooms | Never done kosher but open to discussion. |

Urban Hotels

| Location | Site | Meeting Room Capacity | Sleeping Rooms | Nearby Hotels | Comments |
|---------------|---|----------------------------------|----------------|---------------|--------------|
| New York City | Grand Hyatt (Park Ave. at Grand Central) | 309 classroom 250-470 banquet | 1407 | -- | Kosher okay. |
| New York City | Waldorf- Astoria | 351 classroom 400 banquet | 1003 | -- | Kosher okay. |



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
APPROVALS LIST



L. POLLACK

September 15, 1997

Date Approved

| ITEM | APPROVAL REQUIRED | | |
|--|-------------------|------------|-------|
| | PRIMARY | JOINT WITH | FINAL |
| I. ANNUAL BUDGET | | | |
| A. Current Year Budget | KAB | MLM | LP |
| B. Changes to Budget - Under \$10,000 | KAB | | |
| C. Increase to Budget | KAB | | LP |
| II. OPERATING STANDARDS | | | |
| A. Travel | KAB | | LP |
| B. Meetings/Conferences | KAB | | LP |
| C. Telephone Expenses | KAB | | LP |
| III. PERSONNEL | | | |
| A. Replacement Requisitions or Additions (in Budget) | | | |
| 1. Clerical | KAB | | |
| 2. Professional | KAB | | |
| B. Additions to Staff (not in Budget) | | | |
| 1. Clerical | KJ | KAB | LP |
| 2. Professional | KAB | | LP |
| C. New Hire Compensation | | | |
| 1. Clerical (Salary) | KJ | KAB | |
| 1. Clerical (Time Sheet) | KJ | | |
| 2. Professional (Salary) | KAB | | LP |
| D. Termination | | | |
| 1. Clerical | KAB | | |
| 2. Professional | KAB | | LP |
| E. Leave of Absence | KAB | | |
| F. Temporary Help | KAB | | |
| G. Compensation Changes | | | |
| 1. Approval of Compensation Budget | KAB | | LP |
| 2. Changes to Clerical Salaries | KAB | | |
| 3. Changes to Professional Salary | KAB | | LP |
| H. Severance Arrangements | KAB | | |
| I. Travel Advance - Temporary | KAB | | |
| J. Travel Expense | | | |
| 1. Karen Barth | | | LP |
| 2. All others | KAB | | |

| | | | |
|--|------------------------|---|----|
| IV. CONSULTANTS A. Authorization to Use (within Budget) B. Authorization to Use (outside Budget) | KAB KAB | | |
| V. CAPITAL REQUESTS (within Budget) Note: All capital requests require financial review prior to purchase. Two bids or estimates must be obtained for any expenditure over \$1,000. | KAB | | |
| VI. PURCHASES A. Under \$1,000 (within Budget) B. Over \$1,000 or Over Budget | KJ KJ | KAB | |
| VII. ASSOCIATION OR MEMBERSHIP DUES, SEMINARS, CONVENTIONS & SUBSCRIPTIONS (in Budget) | KJ | | |
| VIII. MEDIA RELATIONS A. Any verbal or written communication to outsiders, the Press, etc. | KAB | | |
| IX. LEGAL, TAX AND PROFESSIONAL A. Tax Matters B. Contracts C. Auditing D. Leases, rentals | BD KAB BD KAB | Tax Counsel Legal Counsel Mike Strober Legal Counsel | |
| X. ADDITIONS OR CHANGES TO THIS APPROVALS LIST | KAB | | LP |

LEGEND:

LP = Lester Pollack
MLM = Morton Mandel
KAB = Karen Barth
BD = Bob Dietz
KJ = Karen Jacobson