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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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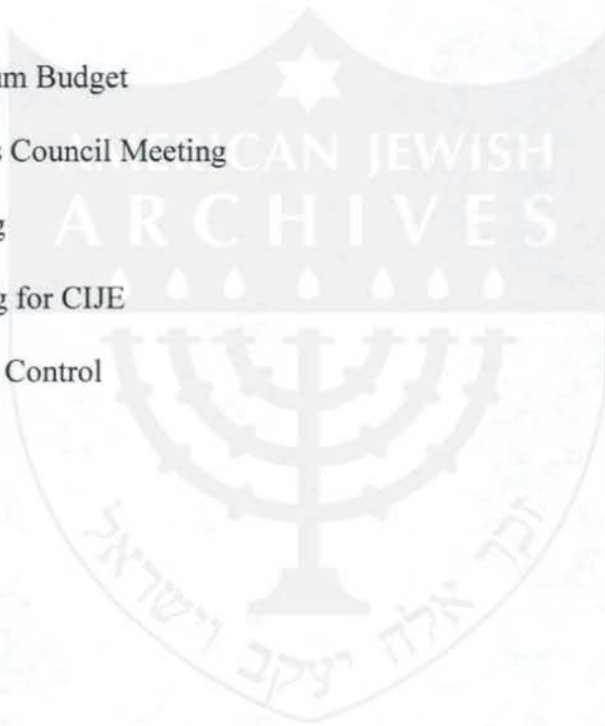
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Barth, Karen. Meeting. March 1998, 1998.

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AGENDA
MLM/LP/KAB

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|------------------------------------|----|
| 1. Budget Process | #1 |
| 2. MSF Meeting | |
| 3. Preliminary Forum Budget | #2 |
| 4. Next Chairman's Council Meeting | #3 |
| 5. JEWEL Planning | |
| 6. 1998 Fundraising for CIJE | #4 |
| 7. Master Schedule Control | #5 |
| 8. Office Space | |



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
DRAFT MEMORANDUM

Date: March 19, 1998

To: Mort Mandel
Lester Pollack

cc: Alan Hoffmann
Steve Hoffman
Stanley Horowitz
Joel Fox

From: Karen A. Barth

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) Entire Board discussed 2-year workplan outline based on above discussion
- 2) CIJE staff to develop a more detailed 2-year work plan
- 3) CIJE Board revises/approves work plan
- 4) CIJE staff develop preliminary budget numbers (rough) and discuss with MSF
- 5) CIJE Board discusses/revises preliminary 2-year budget and fundraising plan
- 6) CIJE Staff prepares final 1-year budget and fundraising plan and preliminary second year budget
- 7) CIJE submits formal grant request to MSF
- 8) CIJE Board approves budget and 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)

I look forward to your comments on this draft.

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			

