



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.

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Box  
21

Folder  
15

Chairman's Council, 1997-1998.

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

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## 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			

October 29, 1997

Dear [Member of the Chairman's Council]:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

It is rare to have the chance to meet in order to focus on the largest systemic issues in Jewish education. I expect our time together to be both stimulating and valuable to all of us and look forward to seeing you then.

With best wishes,

Lester Pollack  
Chair

Sent Nov. 3, 1997 to: Bill Berman  
David Hirschhorn  
Mark Lainer  
Michael Jesselson  
Matthew Margles

Richard Scheuer  
Benneth Yanowitz  
Eva Merkin  
Gershon Kekst

## CHAIRMAN'S COUNCIL NAMES

- Agreed to Join - added to database as CC
- ✓ Bill Berman
  - ✓ David Hirschhorn
  - ✓ Mark Lainer
  - ✓ Richard Scheuer
  - ✓ Bennett Yanowitz
  - ✓ Ezra Merkin
  - ✓ Gershon Kekst
  - ✓ Michael Jesselson
  - ✓ Matthew Maryles

Being Invited

- those already in database ✓
- Charles Bronfman ✓
  - Morris Offit ✓
  - Judy Peck ✓
  - Peter May ✓
  - Manuel Mayerson ✓
  - George Rohr ✓
  - Jack Nash ✓
  - Burt Lehman ✓
  - Michael Steinhardt ✓
  - Henry Taub ✓
  - Daniel Rose ✓
  - Bruce Slovin ✓
  - Lauren Merkin ✓
  - Louise Greilsheimer ✓

not entered as council  
until notified of their  
agreement

## CHAIRMAN'S COUNCIL NEXT STEPS

### NAMES TO INVITE

JUDY PECK – KAB?  
PETER MAY – KAB  
MANUEL MAYERSON – KAB  
GEORGE ROHR - ?  
JACK NASH - ?  
BURT LEHMAN - ?  
MICHAEL STEINHARDT – LP  
HENRY TAUB – LP  
DANIEL ROSE – LP  
BRUCE SLOVIN – LP  
LAUREN MERKIN - ?  
LOUISE GRUSSHEIMER – LP

### OTHER TASKS

- HOLD THE DATE CARDS
- WARM-UP BREAKFASTS



## CHAIRMAN'S COUNCIL

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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			



*Chair*  
Morton Mandel

July 14, 1997

*Vice Chairs*  
Billie Gold  
Ann Kaufman  
Matthew Maryles  
Maynard Wishner

Mr. Peter May  
President & Chief Operating Officer  
Triarc  
280 Park Ave., 41st floor  
New York, NY 10017

*Honorary Chair*  
Max Fisher

Dear Peter,

*Board*  
David Arnov  
Daniel Bader  
Mandell Berman  
Charles Bronfman  
John Colman  
Maurice Corson  
Susan Crown  
Jay Davis  
Irwin Field  
Charles Goodman  
Alfred Gottschalk  
Neil Greenbaum  
Lee M. Hendler  
David Hirschhorn  
Gershon Kekst  
Henry Koschitzky  
Mark Lainer  
Norman Lamm  
Marvin Lender  
Norman Lipoff  
Seymour Martin Lipset  
Florence Melton  
Melvin Merians  
Lester Pollack  
Charles Ratner  
Esther Leah Ritz  
William Schatten  
Richard Scheuer  
Ismar Schorsch  
David Teutsch  
Isadore Twersky  
Bennett Yanowitz

Last summer, when I left McKinsey to go to work in the Jewish world at The Council for Initiatives in Jewish Education (CIJE), you may remember we spoke and you said that you would like me to come by and tell you about what I am doing. We decided at the time that it would make more sense to wait until I finished putting together a strategic plan.

It is hard to believe that I have been at CIJE almost a year. It has been a wonderfully stimulating year and I am surprised at how little I miss life at McKinsey. Our strategic plan is now finished and I would love to come by and speak with you. I will give you a call next week to see if we can set something up. I hope all is well with you and your family.

Regards,

Karen A. Barth

*Executive Director*  
Alan Hoffmann



**CIJE** Council  
for  
Initiatives  
in  
Jewish  
Education

November 3, 1997

Mr. Mandell L. Berman  
29100 Northwestern Highway, Suite 370  
Southfield, MI 48304

Dear Bill:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

It is rare to have the chance to meet in order to focus on the largest systemic issues in Jewish education. I expect our time together to be both stimulating and valuable to all of us and look forward to seeing you then.

With best wishes,

Lester Pollack  
Chair



**CIJE** Council  
for  
Initiatives  
in  
Jewish  
Education

November 3, 1997

Mr. David Hirschhorn  
The Blaustein Building  
P.O. Box 238  
Baltimore, MD 21203

Dear David:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

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With best wishes,

Lester Pollack  
Chair



November 3, 1997

Mr. Michael Jesselson  
1301 Avenue of the Americas  
Suite 4101  
New York, NY 10019

Dear Michael:

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With best wishes,

Lester Pollack  
Chair



**CIJE** Council  
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Jewish  
Education

November 3, 1997

Mr. Gershon Kekst  
Kekst & Co., Inc.  
437 Madison Avenue  
New York, NY 10022

Dear Gershon:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

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With best wishes,

Lester Pollack  
Chair



November 3, 1997

Mr. Mark Lainer  
17527 Magnolia Boulevard  
Encino, CA 91316

Dear Mark:

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With best wishes,

Lester Pollack  
Chair



November 3, 1997

Mr. Matthew Maryles  
Oppenheimer and Co., Inc.  
1 World Financial Center  
New York, NY 10281

Dear Matt:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

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With best wishes,

Lester Pollack  
Chair



November 3, 1997

Mr. Ezra Merkin  
Gabriel Capital Corporation  
450 Park Avenue, Suite 3201  
New York, NY 10022

Dear Ezra:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

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With best wishes,

Lester Pollack  
Chair



November 3, 1997

Mr. Richard Scheuer  
21 Willow Avenue  
Larchmont, NY 10538

Dear Richard:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

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With best wishes,

Lester Pollack  
Chair



November 3, 1997

Mr. Bennett Yanowitz  
Kahn, Kleinman, Yanowitz & Arnson  
2600 Erieview Tower, Suite 2600  
Cleveland, OH 44114

Dear Bennett:

I am delighted that you have agreed to join CIJE's Chairman's Council. This note is to let you know that our first meeting will take place in New York City on February 3, from 8 am to 9:30 am. Specific details will follow shortly, but I wanted to be sure you marked your calendar.

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With best wishes,

Lester Pollack  
Chair

# CHAIRMAN'S COUNCIL PROPOSAL

1. 1998 Dates: March and October - weekday 8 a.m. - 10 a.m.

2. Current Names

- Charles Bronfman
- Bill Berman
- David Hirschorn
- Morris Offit
- Mark Lainer
- Richard Schuer
- Bennett Yanowitz
- Ezra Merkin
- Gershon Kekst
- Michael Jesselson
- Martin Maryles

3. Proposed additional names

- KAB
- Judy Peck
  - Peter May
  - Manuel Mayerson
  - George Rohr
  - Jack Nash
  - Burt Lehman
  - Others ?

~~Michael Steinhart LP~~  
Michael Steinhart LP  
Henry Tamb LP  
Daniel Rase LP  
Bruce Starin LP

Merkin's wife?

Louise Transheimer LP

4. Possible agenda for February

- Welcome
- Update on CIJE (highlights of our work)
- Leading Indicators project
- Outside speaker - known name/leading "thinker"

60 minutes

10 minutes

30 minutes

40 minutes

40 minutes

30 min - preferred

5. Next Steps

- Invite new members
- Pick a date
- Send a 'hold the date' card
- Firm up agenda and invite presenters

Reality



**CIJE STRATEGIC PLAN  
PRESENTATION**

*Chairman's Council*  
**February 3, 1998**

## STRATEGIC PLANNING PROCESS

PHASE 1	PHASE 2	PHASE 3	PHASE 4
Vision	Change Process	CIJE Mission	CIJE Strategy
What is our definition of an outstanding system of Jewish education for North America?	What do we believe it will take to get from here to there?	What should be CIJE's role in making it happen?	How will CIJE work in the next 3–5 years towards fulfilling this role?
100+ interviews of leading thinkers; Staff & Board workshops		Map of what others are doing; Staff & Board workshops	
September-October	November-December	January-February	March-April

## **CIJE'S VISION OF AN OUTSTANDING SYSTEM OF JEWISH EDUCATION**

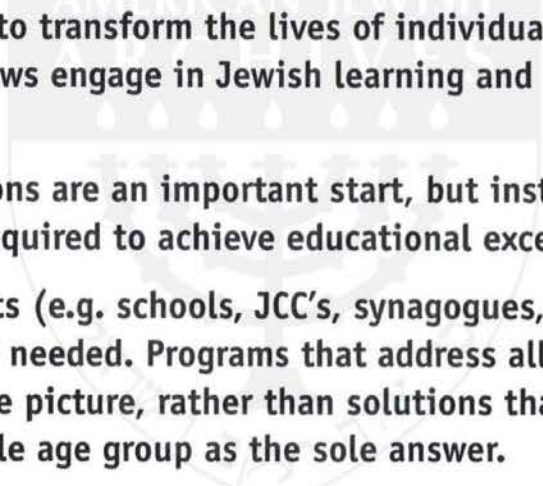
### **INPUTS**

- Well-prepared educators
- Strong, informed community support
- High-quality Jewish institutions
  - Vision-driven
  - Providing life-long learning opportunities
  - Content infused with meaning for those who participate

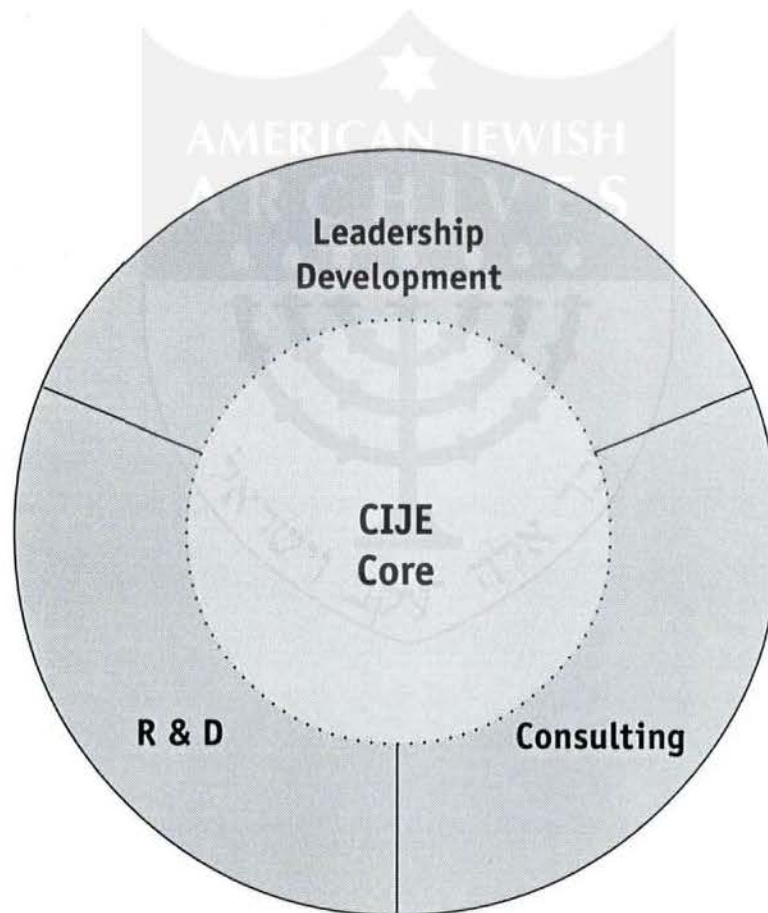
### **OUTCOMES**

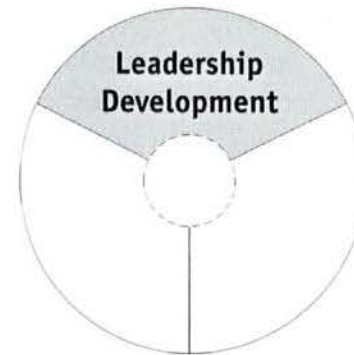
- Centrality of Jewish learning
- Strong Jewish identity and Jewish values
- Intensive involvement in Jewish life & institutions
- Concern with social justice
- Strong leadership
- Commitment to pluralism

## **CIJE CHANGE PHILOSOPHY: 4 KEY ASPECTS**

- 
- 1. The ultimate goal is to transform the lives of individual Jews; educating institutions where Jews engage in Jewish learning and living are key to this transformation.**
  - 2. Programmatic solutions are an important start, but institutional change on a broad scale will be required to achieve educational excellence.**
  - 3. Multiple access points (e.g. schools, JCC's, synagogues, camps, Israel trips, new institutions) are needed. Programs that address all stages in the lifecycle need to be part of the picture, rather than solutions that focus on a single type of institution or single age group as the sole answer.**
  - 4. Institutional change requires six factors:**
    - Leadership**
    - Vision**
    - Cultural change**
    - Change process**
    - Skill building**
    - Funding**

## CIJE LONG-TERM STRATEGIC PLAN





## **NATIONAL CENTER FOR JEWISH EDUCATIONAL LEADERSHIP**

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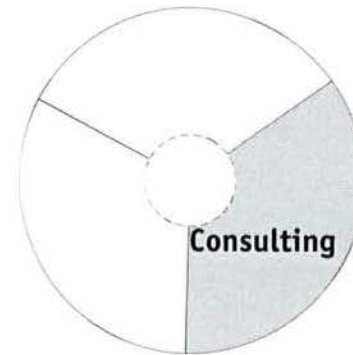
**OBJECTIVE:** Recruit and develop senior professional and lay leaders for Jewish education

**CONCEPT:** An organization with four closely-linked functions

- Helping organizations & communities plan for senior personnel needs
- Recruiting people into the field
- Creating learning and development opportunities
- Placement and mentoring in the field

Target groups include:

- professionals (current and potential)
- lay leaders (current and potential)



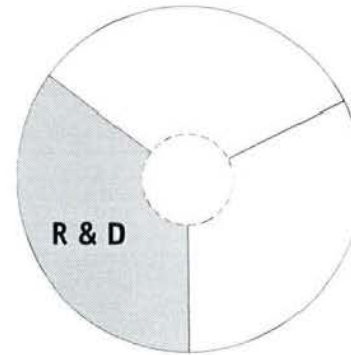
## **CONSULTING FIRM WITHOUT WALLS**

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A "by invitation" network of consultants qualified to work on the transformation of Jewish educational institutions.

### **CIJE'S ROLE WOULD INCLUDE:**

- Matching consultants and projects
- Help developing advisory boards
- Library of tools and ideas
- Courses and conferences for consultants
- Peer review process



## **RESEARCH AND DEVELOPMENT**

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**CIJE's Research & Development Initiative will:**

- **Support and conduct research and consultations on key issues in Jewish education**
- **Bring together diverse thinkers to develop innovative solutions to different problems**
- **Publish materials to be used by policy makers and institutional leaders and curriculum for the training of leaders**
- **Test and evaluate ideas in the field, in partnership with leading educational institutions, agencies, national agencies, and communities**

## SELECTED NEW PROJECTS

### LEADERSHIP DEVELOPMENT

- The Forum for Leaders in Jewish Education: *March 1999*
- The Conference for Leaders of Rabbinical School: *Nov–Dec 1998*

### CONSULTING

- The Seminar for Professors of Education: *Ongoing*

### R & D

- Research on Institutional Change: *Target completion by March 1999*
- Study of the Economics of Jewish Education: *Target completion by end 1999*



**CIJE** Council  
for  
Initiatives  
in  
Jewish  
Education

March 9, 1998

David Arnow  
Swig, Weiler & Arnow Mgmt. Co.  
1114 Avenue of the Americas  
New York, NY 10036

Dear David:

We are sorry you were unable to make it to our first meeting of the CIJE Chairman's Council. We had an interesting and highly interactive session. We are scheduling another breakfast for those who were unable to make the first. The CIJE staff will be in touch to find a day that works for the greatest number of people.

I look forward to seeing you there.

Sincerely,

Lester Pollack  
Chairman

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March 9, 1998

Alan Jaffe  
Proskauer, Rose, Goetz and Mendelsohn  
1585 Broadway  
New York, NY 10036

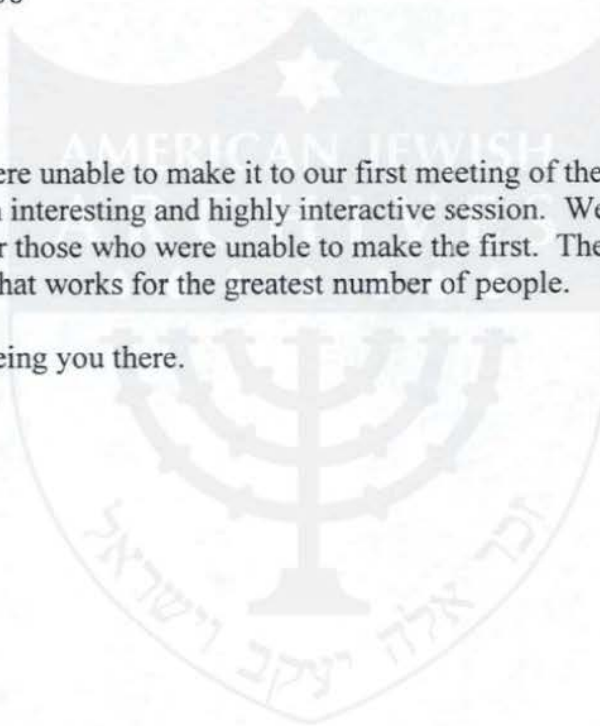
Dear Alan:

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Sincerely,

Lester Pollack  
Chairman





**CIJE** Council  
for  
Initiatives  
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Education

March 9, 1998

Michael Jesselson  
1301 Avenue of the Americas  
Suite 4101  
New York, NY 10019

Dear Michael:

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I look forward to seeing you there.

Sincerely,

Lester Pollack  
Chairman



# CIJE

Council  
for  
Initiatives  
in  
Jewish  
Education

March 9, 1998

Gershon Kekst  
Kekst & Co.  
437 Madison Avenue  
New York, NY 10022

Dear Gershon:

We are sorry you were unable to make it to our first meeting of the CIJE Chairman's Council. We had an interesting and highly interactive session. We are scheduling another breakfast for those who were unable to make the first. The CIJE staff will be in touch to find a day that works for the greatest number of people.

I look forward to seeing you there.

Sincerely,

Lester Pollack  
Chairman





**CIJE** Council  
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in  
Jewish  
Education

March 9, 1998

Morris Offit  
Offitbank  
520 Madison Ave., 25th Floor  
New York, NY 10022

Dear Morris:

We are sorry you were unable to make it to our first meeting of the CIJE Chairman's Council. We had an interesting and highly interactive session. We are scheduling another breakfast for those who were unable to make the first. The CIJE staff will be in touch to find a day that works for the greatest number of people.

I look forward to seeing you there.

Sincerely,

Lester Pollack  
Chairman





**CIJE** Council  
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March 9, 1998

Judith Stern Peck  
870A Park Avenue  
New York, NY 10021

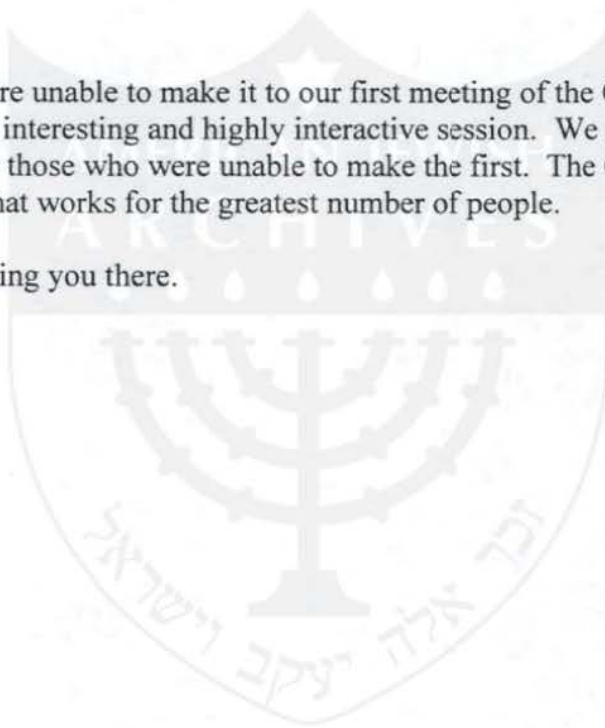
Dear Judith:

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Sincerely,

Lester Pollack  
Chairman





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March 9, 1998

Richard Scheuer  
21 Willow Avenue  
Larchmont, NY 10538

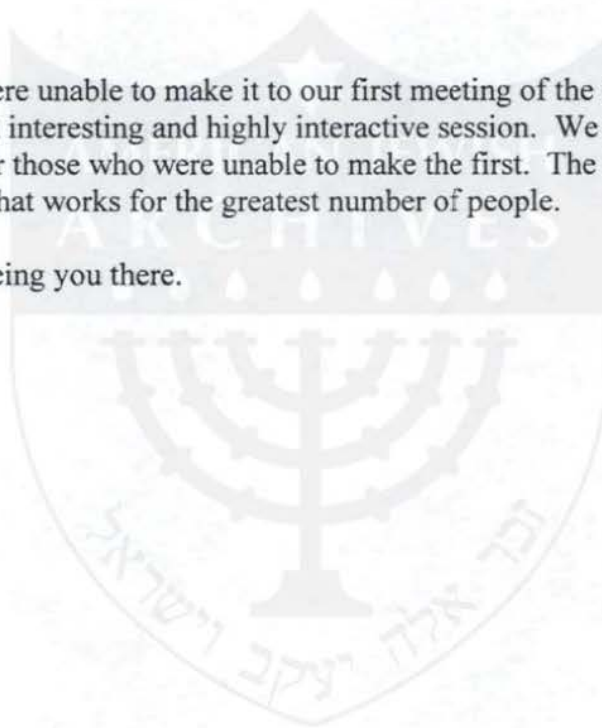
Dear Richard:

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I look forward to seeing you there.

Sincerely,

Lester Pollack  
Chairman





**CIJE** Council  
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September 28, 1998

Mandell Berman  
MLB Investments  
29100 Northwestern Highway, Suite 370  
Southfield, MI 48304

Dear Bill:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

We will get back to you soon with a date. I look forward to seeing you then and to updating you on these positive developments.

Regards,

Lester Pollack



**CIJE** Council  
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September 28, 1998

Charles Bronfman  
The Andrea & Charles Bronfman Philanthropies  
375 Park Avenue, 6th Floor  
New York, NY 10152

Dear Charles:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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Regards,

Lester Pollack



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September 28, 1998

David Hirschhorn  
The Blaustein Building  
1 North Charles Street  
Baltimore, MD 21203

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Regards,

Lester Pollack



# CIJE

Council  
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Education

September 28, 1998

Alan Jaffe  
Proskauer, Rose, Goetz & Mendelsohn  
1585 Broadway  
New York, NY 10022

Dear Alan:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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Regards,

Lester Pollack



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September 28, 1998

Michael Jesselson  
Jesselson Capital Corp.  
1301 Avenue of the Americas, Suite 4101  
New York, NY 10019

Dear Michael:

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Lester Pollack



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September 28, 1998

Gershon Kekst  
Kekst & Company, Inc.  
437 Madison Avenue  
New York, NY 10022

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September 28, 1998

Mark Lainer  
17527 Magnolia Boulevard  
Encino, CA 91316

Dear Mark:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

We will get back to you soon with a date. I look forward to seeing you then and to updating you on these positive developments.

Regards,

Lester Pollack



**CIJE** Council  
for  
Initiatives  
in  
Jewish  
Education

September 28, 1998

Burt Lehman  
Schulte Roth & Zabel  
900 Third Avenue  
New York, NY 10022

Dear Burt:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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September 28, 1998

Matthew Maryles  
Oppenheimer & Company, Inc.  
1 World Financial Center, 200 Liberty Street  
New York, NY 10281

Dear Matt:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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September 28, 1998

Ezra Merkin  
Gabriel Capital Corp.  
450 Park Avenue, Suite 3201  
New York, NY 10022

Dear Ezra:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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Regards,

Lester Pollack



**CIJE** Council  
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September 28, 1998

Morris Offit  
Offitbank  
520 Madison Avenue, 25th Floor  
New York, NY 10022

Dear Morris:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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Regards,

Lester Pollack



September 28, 1998

Louis Perlmutter  
Lazard Freres & Company  
30 Rockefeller Center, 61st Floor  
New York, NY 10020

Dear Lou:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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Lester Pollack



# CIJE

Council  
for  
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Education

September 28, 1998

Richard Scheuer  
S.H. and Helen R. Scheuer Family Foundation  
New York, NY 10118

Dear Dick:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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September 28, 1998

Michael Steinhardt  
Steinhardt Management, LLC  
650 Madison Avenue, 17th Floor  
New York, NY 10022

Dear Michael:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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September 28, 1998

Judith Stern Peck  
870A Park Avenue  
New York, NY 10021

Dear Judy:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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September 28, 1998

Bennett Yanowitz  
Kahn, Kleinman, Yanowitz & Arnson  
2600 Erieview Tower, Suite 2600  
Cleveland, OH 44114

Dear Bennett:

I am happy to report to you that the Mandel Foundation is reorganizing its philanthropic activities in North America and around the world, with the goal of ensuring continuity for the Foundation's work in the future. We at CIJE are deeply involved in creating a plan to strengthen and intensify the activities of the Foundation in the area of Jewish Education. With a number of changes in the works, we have decided to postpone our Chairman's Council breakfast, which was scheduled for October 22<sup>nd</sup>.

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Regards,

Lester Pollack

## CIJE PAST AND PRESENT

1. Welcome them as an extraordinary collective of wisdom and commitment in a field that is now emerging as a central priority of the Jewish community
2. Introductions? Explanation about Mort?
3. Why you got involved with Jewish education at this time and with CIJE in particular
  - The shift from rescue and relief to education and renewal as a key issue
  - Your belief that this a fundamental survival issue for the Jewish people
  - CIJE has sought to deal with this as a systemic issue. CIJE is dealing with the key system-wide issues of leadership, teachers, community support and big ideas that can transform the institutions where Jewish education happens
4. CIJE was born out of the recommendations of the Commission on Jewish Education in North America
  - The Commission's membership included senior lay leaders, Presidents of the seminaries, leading academics and thinkers, prominent professionals in the field. It included a broad spectrum of points of view. – denominations, educational philosophies, etc..  
NOTE THAT MICHAEL JESSELSOON'S LATE FATHER LUDI JESSELSOON WAS A CENTRAL FIGURE ON THE COMMISSION AS WAS CHARLES BRONFMAN, MATT MARLYES, CHUCK, ESTHER LEAH AND YOURSELF
  - The Commission's final report, A Time to Act, (which is in their packets) called for a collective effort to address two key areas of need in Jewish education:
    - Building the Profession
    - Mobilizing Community Support
  - It also called for the creation of a new national entity. As an independent organization that would sit outside the system, this entity

would be able to work with the institutions that are inside the system as a catalyst for change

5. CIJE was established and has been working in ways that step “outside of the box” in the field of Jewish education. Some examples:

- We take a systemic approach to problem solving based in rigorous research. For example, rather than jumping into designing a quick fix solution for addressing the shortage of quality teachers for Jewish schools.
    - We did a serious piece of research
    - Based on this we did some strategic thinking and decided to focus on “training-the trainers”
    - We developed an institute
    - We involved some of the country's leading professors of General education in designing a state-of-the-art-curriculum
  - We use leading edge thinkers from many disciplines in our work—e.g. business, general education
    - Our professors group is a group of 22 of the country's leading professors of General Education who are Jewish and committed. We have recruited them and integrated them into projects all over the country. We bring them together twice a year for a conference to discuss how their work and ideas can be used to help improve Jewish education
  - We have a high quality consulting capacity which has led a dozen or more major Jewish organizations to ask for our help including several of the Rabbinic seminaries.
  - I could go on to talk about the other programs that CIJE runs, but that is really not the purpose of this group. I hope you will read our material and over time, as you become more familiar with CIJE, you will understand some of the other aspects of CIJE's approach that make it unusually effective in its work
- 5) The real purpose of this group is to be sounding board for the work of CIJE. We need people like yourselves who are immersed in this work in many different ways to give us input and feedback on our work.

- It is our goal that you will get as much out of coming to these breakfasts as we do; that you should learn things and take away ideas that will be helpful in the work you are doing in Jewish education
  - [Give out list of who is on the Council]
  - It is our plan to meet with each of you in the coming year to ask you about the most important issues you face as a lay leader in Jewish education, and to make sure that these meetings address those issues. I assure you this is not going to be purely show and tell.
- 6) Under the leadership of Karen Barth, our new Executive Director, we have just completed a strategic planning process. Karen comes to us from McKinsey and Company where she was a senior consultant and a specialist in Change Management and Innovation. After many years of doing pro bono work in the Jewish community, Karen joined CIJE. I've asked her to present our recently completed strategic plan to you. I thought you would be interested to see this interesting approach to strategic planning applied to Jewish education. I also hope we will get some honest feedback from you on the plan that is the outcome of this process.

