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Staff meetings. Minutes and assignments,
January 1993-March 1993.

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MINUTES: CIJE Staff Teleconference

DATE: January 25, 1993

DATE MINUTES ISSUED: January 26, 1993

PARTICIPANTS: Shulamith Elster, Seymour Fox, Annette Hochstein, Stephen H. Hoffman, Barry Holtz, Virginia F. Levi (Sec'y), Shmuel Wygoda, Henry L. Zucker

COPY TO: Morton L. Mandel

*I - Be sure
this is on file
somewhere - if so,
then.
I think SW has this
in a 2000s*

HLZ opened the meeting, noting that its primary purposes were to bring HLZ, SHH and VFL up to date on CIJE and the Lead Communities project, and to plan for the February 3-4 site visits to Atlanta and Baltimore. He noted that the CIJE/Lead Communities process has gone off track, but indicated his confidence that this staff group will resolve any problems. He then asked SHH to take the lead for the remainder of the teleconference, especially to prepare for the site visits.

- A. SHH asked AH for her view on what should be happening in Lead Communities today, whether it is happening, and if not, how we can move ahead.

AH noted that the process of launching the project involves insuring that key leaders are knowledgeable and engaged and that a wall-to-wall coalition is in place. We want the Lead Communities to focus on three key issues: personnel, community mobilization and the Israel experience. Community commissions may have other concerns as well, but the three key issues must be addressed as a priority. This was to occur by our working jointly with the communities, discussing the goals of CIJE within the context of other community needs. These discussions have not taken place.

It was noted that a preliminary work plan and a document entitled "Lead Communities at Work" had been drafted, but never reviewed and refined. These were to provide the basis for work with the Lead Communities. It was suggested that they be reviewed now, revised by the current team, and used as a basis for moving ahead.

It was also noted that a planning guide is currently being prepared for use by the local commissions in developing a five-year plan. It will guide communities on mobilization of a local commission and working within the context of the Lead Community project. AH and JU are working on this document. A partial draft is on file in New York and SE will see that it is faxed to Cleveland.

B. How can we operationalize our intentions with the Lead Communities?

SHH suggested that this will require regular communication with each of the communities, including a significant amount of face to face dialogue. This will be especially important in the next few months, as we work to gain acceptance of our program in the communities.

It was noted that AH has responsibility for setting policy with respect to program content and that SHH has responsibility for the relationships between CIJE and the Lead Communities. Primary responsibility for person to person communication in the communities rests with SE, with particular emphasis on planning and implementation for education. She will, for example, be the person to work with communities on administering a survey on personnel strengths and needs. The role of BH in introducing and implementing the Best Practices project is clear.

There remains the need for someone to facilitate the planning component of this process on a regular basis. It was noted that the communities will be engaging in strategic planning processes, but we have not sufficiently insisted on the centrality of CIJE issues. Jack Ukeles may be able to play this role, if he is clear on the role of CIJE and our goals. This will become more clear as the planning guide is completed. Regardless of that outcome, the planning component must be addressed.

It was noted that each of the Lead Communities has been engaged in a process of planning for Jewish education during the past year, and has moved ahead faster than the CIJE has. A challenge to CIJE is to enter this ongoing process. Effective dialogue with key planners is critical and should be a topic for discussion during the site visits next week.

X It was noted that the upcoming site visits will involve conversations only with professionals in the communities. It was felt that a relationship must be clearly established at this level before moving on to lay leaders. We will suggest that MLM call the leading lay person in each of the two communities shortly after the visit to express his interest, to ascertain the communities' impression of the visits, and ask for their support in future meetings.

C. Planning Resources

SHH noted his recollection that there had been talk of developing a CIJE talent bank on which Lead Communities could draw. He asked what the status of this concept is now.

It was reported that the concept was presented to the communities as part of the negotiations for establishing Lead Communities. At that point, it was noted that CIJE would bring to each community the monitoring, evaluation and feedback process, the Best Practices program, and a resource of professional and technical skills to assist in developing specific elements of the community programs. This latter was described as a "line of credit" for each Lead Community up to the equivalent of \$40,000 in consulting support.

It was noted that this concept, as presented, was probably too non-specific and permitted the communities to expect more than we are prepared to offer, and even to interpret our offer as an offer of \$40,000 for planning. It was agreed that this is likely to come up during the site visits and that the team visiting the communities will have to agree on how to respond. It was suggested that the visitors listen sympathetically and indicate that this will be considered and responded to following the visit.

D. Letter of Agreement

It was noted that a letter of agreement has gone through several drafts and not yet been executed with the communities. It was suggested that, unless the communities push for one, it would be better not to proceed with this until we have had more experience working with the communities.

E. What is the status of the concept of pilot projects for the Lead Communities?

It had been suggested that it might be helpful to the communities to begin work on one or more pilot projects in order to have a feeling that progress is being made. This might take the form of written information on the Best Practices project which could be used for advance planning. It might also take the form of seminars for personnel and/or lay leaders to bring them on board as the planning process unfolds.

A question was raised about how we can move ahead with action items before the planning is completed and it is clear how those actions fit into the strategic framework. It was suggested that the site visit team explore with the communities whether they would feel comfortable with implementation while planning is being done.

F. What is the role of the evaluators in the communities at this point?

It was suggested that the evaluators are now ahead of the planners and that their work might be confusing the communities as to the role of CIJE. It was agreed and noted that the field researchers have been asked to hold off on further interviewing for the present. At the same time, it was suggested that the information being gathered now will serve as useful baseline data for evaluation and replication in the future. It was suggested that quantitative data may be more useful than qualitative at this stage of the process. It was agreed that this requires further discussion.

G. CRB and Israel Experience in the Lead Communities

It was noted that there is confusion in the Lead Communities over the relationship of the CRB project now being introduced directly by CRB and the work of CIJE. BH noted that Peter Geffen of CRB is also concerned about the impression their work in the Lead Communities might be giving. BH will talk with Geffen and clarify the situation prior to the site visits.

H. Milwaukee Visit

It was suggested that a visit be scheduled now with Milwaukee so that there is no feeling that they are being left out as the visits to the other two communities take place. BH has a visit scheduled to Milwaukee on February 16 to present the Best Practices project to both professional and lay leaders in the community. AH and SHH will confer on whether this meeting should proceed as scheduled.

We will try to schedule now a site visit for February 22 or 23 in Milwaukee. AH will let SHH know which date is available once her schedule is more clear.



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: February 11, 1993

DATE MINUTES ISSUED: February 15, 1993

PARTICIPANTS: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen H. Hoffman, Barry Holtz, Virginia F. Levi
(Sec'y), Henry L. Zucker

COPY TO: Morton L. Mandel

I. Lead Community Site Visits

A. Atlanta

It was noted that the Atlanta visit on February 3 was less of a confrontation than had been anticipated. We learned that Atlanta does not have its act together for dealing with Jewish education. They haven't pulled together either human or financial resources and do not have a clear agenda. However, we left with a sense of good will and the belief that, with guidance, Atlanta will move ahead and work constructively with us.

Steve read a letter he had received from Steve Gelfand, the Atlanta planner, outlining his expectations of CIJE. It was suggested that the next meeting with Atlanta should focus on ways we can work with the community, should identify how the local plan meshes with the CIJE plan, and should begin to work concretely on establishing pilot projects.

It was noted that we need a better understanding of what each community is doing on its own, including materials they have written about themselves. SE indicated that she has a notebook on each community and will distribute the materials to the staff.

In addition, we need to build on the dialogue which began in the last round of meetings to discuss content issues focusing on personnel and community. Our role should be to listen to what a community wants to do and to suggest how it can be accomplished more effectively with CIJE.

The next step in Atlanta is to set up a meeting of SE, SF, AH and SHH with the planning staff and federation executive for March 4. It was agreed that SE will work with Steve Gelfand of Atlanta in preparing the agenda. The agenda should include a review of the Lead Communities at Work paper and the planning guide, the development of an action plan for the first year, and a presentation on the pilot

Assignment

Assignment

Assignment

project concept. In addition to a staff meeting, SE will propose a meeting with a lay group to discuss the Lead Communities project and provide an introduction to the Best Practices process. BH will prepare a one-page summary of his proposal for pilot projects for use in presenting them in the communities.

B. Baltimore

In summarizing the meeting with Baltimore staff on February 4, it was noted that Baltimore is far ahead of Atlanta and moving forward with its planning process. It is important that we be more intimately familiar with what Baltimore is doing and that we join that process as it moves ahead. Baltimore has not yet convened its commission, so it is appropriate for us to engage with them in planning. We may wish to introduce the goals project, put them in touch with the denominations as they prepare for work in the Lead Communities, and help with the hiring of new personnel.

Assignment

SE will be in touch with Baltimore staff to schedule a meeting in Baltimore on February 23 to include SE, SF, AH and BH. She will discuss and develop an agenda with the Baltimore staff. [Later: a Baltimore meeting has been confirmed for February 23, 1-4 p.m.]

C. Milwaukee

Assignment

The Milwaukee site visit is scheduled for Monday, February 22. Participants will include AH, SHH, and VFL. Prior to that meeting, SE will call to discuss the agenda with Howard Neistein.

Assignment

An issue similar to ones raised in Atlanta and Baltimore has come up in Milwaukee, namely a request for the local field researcher to provide support for research and analysis being conducted by the local CIJE as well as the Bader Foundation. AH will discuss this with Adam Gamoran and Ellen Goldring before February 22 and will be prepared to respond at that time.

Prior to that meeting, BH has a full day of meetings scheduled in Milwaukee on February 16. He will present the Best Practices and pilot project concepts to a variety of lay and professional groups. Our immediate goal in Milwaukee is to encourage buy-in to the CIJE priorities. BH will pave the way by discussing this next week.

Assignment

It was suggested that we might wish to consider inviting Daniel Bader to join the CIJE board. HLZ will discuss this suggestion with MLM.

Assignment

In addition, AH will contact Esther Leah Ritz as her camper and, at the same time, will brief her on plans for the February 22 meeting and explore the possibility of her participation at some part of it.

D. Joint Planning Seminar

It was noted that there is still value in holding a joint planning seminar at some point in the near future to encourage the communities to work together and learn from each other. It was agreed that it would be best for this to wait until the communities have some substantive positive experiences to contribute. The possibility of an August seminar was suggested.

E. Relationship to CRB Activities

It was noted that the CRB efforts to get Israel experience activities going across the country is not moving smoothly. BH has not yet spoken with Peter Geffen, but will continue to try to reach him to learn what is happening and what special consideration is being given to coordination with us in the Lead Communities.

It was suggested that we may wish to work with each of the Lead Communities to prepare a specific proposal for an Israel experience project for submission to the CRB Foundation. This will have to be carefully planned and might be presented at the meetings scheduled for late February and early March.

II. Plans for February 25 Meetings

A. Executive Committee

The proposed agenda was reviewed and clarified. It will now be submitted to MLM for his comments. As it currently stands, HLZ will prepare bullet points for MLM's opening remarks. We propose that SHH provide the summary of CIJE activities with AH's assistance in preparation. For the third topic, finances and ownership issues, SHH will prepare bullet points.

B. Annual Meeting

SHH will prepare MLM's opening remarks when he receives HLZ's notes. Included in those remarks will be a framing of the selection and launch of Lead Communities. The second topic will be a presentation by AH of the launching of the Lead Communities followed by brief remarks by Ismar Schorsch on the work of the Seminary in preparing to work in the communities. [We did not discuss who will prepare Rabbi Schorsch.] It was suggested that this presentation be followed by a report on the Covenant Foundation awards by Susan Crown. This would be a way of pointing out the good work of other foundations and a means of encouraging cooperation between CIJE and the foundations. We will propose this to MLM for his reaction.

A Crown report on a specific project would be followed by a report by Barry Holtz on Best Practices, a means of institutionalizing the sort of approach that Covenant is taking.

Assignment

C. Board Meeting

No major changes were suggested. SE and AH will discuss the monitoring report and how to prepare Goldring and Goodman. The question of whether to invite Esther Leah Ritz to make a response will be raised with MLM.

III. Miscellaneous

A. Camper Assignments

Assignment

It was agreed that the camper assignments should be distributed immediately, along with the SE proposed outline, and that we should encourage people to make the calls as soon as possible.

- B. The issue of financial support for planning in Atlanta and Baltimore has not been resolved. It was suggested that a brief conference call be held among MLM, AH and SHH on February 21 when MLM, AH and SF will be together.





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Schedule a meeting and develop an agenda with Baltimore staff for February 23, to include SE, SF, AH and BH		SE	2/11/93	2/15/93	
2.	Distribute materials written about each Lead Community to CIJE staff.		SE	2/11/93	2/19/93	
3.	Discuss agenda for Milwaukee site visit on February 22 with Howard Neinstein.		SE	2/11/93	2/19/93	
4.	Work with Steve Gelfand to prepare agenda for meeting on March 4 with Atlanta staff and executive, to include SE, SF, AH and SHH.		SE	2/11/93	2/23/93	
5.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	1/28/93	2/24/93	



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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none">a. Alfred Gottschalkb. David Hirschhorn (with AJN)c. S. Martin Lipset (with SE)d. Florence Meltone. Isadore Twersky		SF	1/28/93	2/24/93	

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☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		AH/ VFL	2/5/93	2/16/93	
2.	Discuss with Adam Gamoran and Ellen Goldring a Milwaukee request for the local field researcher to provide support for the local CIJE and Bader Foundation.		AH	2/11/93	2/19/93	
3.	Brief Esther Leah Ritz on plans for February 22 meeting and discuss her possible participation.		AH	2/11/93	2/19/93	
4.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	1/28/93	2/24/93	
5.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
6.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare MLM's bullet points for Executive, Annual and Board meetings.		SHH	1/28/93	2/22/93	
2.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	1/28/93	2/24/93	



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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a one-page summary of proposal for pilot projects for use in presenting them in the communities.		BH	2/11/93	2/18/93	
2.	Contact Peter Geffen about CRB efforts to get Israel experience activities going and what consideration is being given to coordination with CIJE in Lead Communities.		BH	2/11/93	2/19/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	2/25/93	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	2/25/93	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Distribute camper assignments with SE proposed outline, and encourage people to make calls as soon as possible.		VFL	2/11/93	2/11/93	
2.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		VFL/AH	2/5/93	2/16/93	
3.	Meet with Paul Moraco and Barry Reis to ensure smooth transfer process of financial responsibility.		VFL	1/28/93	2/17/93	
4.	Prepare cover note from MLM to board - refers to what's attached and agenda.		VFL	2/5/93	2/17/93	
5.	Revise CIJE letterhead. Consider Commission approach.		VFL	2/5/93	2/22/93	
6.	Share agendas for February 25 meetings with AR.		VFL	1/28/93	2/22/93	
7.	Propose seating of MLM with SHH and AR on either side of him and HLZ beside one of them.		VFL	1/28/93	2/22/93	
8.	Handle logistics of SRE move back to Maryland.		VFL	1/28/93	2/22/93	
9.	Meet with Nathan Mandel to find out just how all the details have been handled.		VFL	2/5/93	2/26/93	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer 		MLM	1/28/93	2/24/93	



- ☐ ASSIGNMENTS
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☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	NAPARSTEK ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky 		AJN	1/28/93	2/24/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <p>a. Lester Pollack</p>		AR	1/28/93	2/24/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with MLM inviting Daniel Bader to join the CIJE board.		HLZ	2/11/93	2/15/93	
2.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. John Colman		HLZ	1/28/93	2/24/93	



MINUTES: CIJE Staff

DATE OF MEETING: February 24, 1993

DATE MINUTES ISSUED: March 10, 1993

PRESENT: Shulamith Elster, Seymour Fox, Ellen Goldring,
Annette Hochstein, Stephen Hoffman, Barry Holtz,
Virginia Levi, Arthur Naparstek, Shmuel Wygoda,
Henry Zucker

COPY TO: Morton L. Mandel

I. Progress Report

SHH opened the meeting with a status report on the mobilization of the three communities and the outlook for each. He noted that each has a different work style resulting in different expectations of CIJE.

A. Milwaukee

Milwaukee was described as the closest to our ideal Lead Community. The staff is ready, willing, and reasonably able to move ahead. The lay leaders of the project are committed and anxious to be active in the project.

Milwaukee has hired a project director--Ruth Cohen. The community has a tremendous thirst for knowledge and is eager for anything CIJE can provide. They have established a good wall-to-wall coalition, have identified a key donor, and have the attention and interest of key federation leaders.

All of the necessary building blocks appear to be in place in Milwaukee. This, along with an openness to engage in dialogue, provides a good situation for the Lead Community process to move ahead. Our major challenges in Milwaukee are for CIJE to move rapidly enough to influence decisionmaking at the appropriate time and to respond to community expectations with sufficient resources in the form of materials and consultants.

B. Atlanta

Atlanta is in the process of restructuring its Jewish education program. The recent meeting in Atlanta included time with William Schatten and Gerald Cohen, lay leaders ready to support the process. (Cohen appears ready to provide financial backing, as well.)

The only staff involved at this time is the federation planning staff. The particular personalities involved provide us with a challenge because of a basic cynicism, cockiness, and unwillingness to accept anything we do or say at face value.

Atlanta will require frequent communication, thoughtful suggestions, careful attention, and constant checking back to be sure we are understood. Over time, we should be able to develop a trusting relationship. In the short term, our support for the hiring of a planner should increase our level of acceptance, but we will have to work at developing an ongoing trusting relationship.

In summary, Atlanta has a game plan, but no concrete direction. Atlanta is not ready to listen easily, but with constant work can be brought along. Its greatest strength at present is its lay leadership. Its status as a growth community provides us with an opportunity to help build important models. It was noted that the lack of a wall-to-wall coalition reflects a significant split between newcomers and old-timers. It was suggested that the sense of cynicism and lack of effective communication are important issues even within the staff of the federation.

C. Baltimore

The Baltimore federation is strongly controlling. The federation has developed a plan for reorganizing the education structure, but has no clear sense of how to use that structure effectively. There is a top lay leader for the project, but no wall-to-wall commission.

Baltimore has a strong planner who is the key focal point for the project and who believes he knows what must be done. Our challenge in Baltimore is to introduce questions and challenge programs as the community proceeds down the path it has set for itself.

It was noted that Baltimore is engaged in projects related to master teachers, supplementary schools, and the Israel experience, but in none of these cases is there a clear plan of how to proceed. Our role is to help Baltimore develop an overall vision and to provide ideas and knowledge for use in implementing that vision.

D. Summary of Outcomes of Recent Visits

It was noted that we succeeded in the past month in changing the perception of CIJE from one of a source of money to that of a source of content. We made some headway in clarifying the roles of individuals within the CIJE structure and beginning to build bridges which will be solidified as we follow through on our promises.

II. Next Steps

A. The Issues

The following issues were listed as central to consideration of next steps:

1. Mobilization of the community across-the-board
2. The need to move ahead with pilots
3. Establishment of a multi-year plan
4. Goals project
5. Ensuring that monitoring, evaluation and feedback is in place
6. Organizing to work with the community
7. Funding issues

B. Progress to Date

1. The Planning Guide is in the hands of each community and provides guidance for moving ahead.
2. The first of the Best Practices papers is completed and in the communities. This provides a basis for content-based action in each community. Moving ahead now will help to establish credibility and draw people into the CIJE process.
3. The monitoring project is in place and ready to proceed. There has been a problem with the lag in our activity, but Ellen Goldring will now prepare a new schedule for moving forward.
4. Conversations are under way with the training institutions and specific approaches to the Lead Communities are now being developed.

C. Short-term Goals with the Lead Communities

1. We wish to encourage each community to focus on the need for bringing in or upgrading personnel. This requires understanding and commitment.
 - a. The communities can turn to CIJE to help:
 - staff unstaffed positions
 - recruit 1-3 outstanding educators

- identify current staff to train for a specific role through attendance at one of the national training institutions, the Melton Center or the Jerusalem Fellows program
- b. The MAF grants to the training institutions allow us to ask those institutions to:
 - respond to immediate inservice training needs
 - consider organizing seminars for senior personnel
 - build on the Best Practices project to establish priorities

Our ultimate goal in training is to move toward universal, high-quality inservice training in North America.

- c. Each Lead Community should establish a task force on inservice training.
- d. Following are actions we wish to initiate in Lead Communities during the first year:
 - i. An educators survey should be conducted to provide quantitative data on the current personnel picture. Simultaneously the field researchers will conduct a qualitative study of current personnel, i.e., evaluating the current conditions for Jewish educators in each community. With SE as the point person, we may wish to turn to Isa Aron and others to help the communities move this process ahead.
 - ii. We are ready to launch a pilot project in the Best Practices area. Possible projects include:
 - A seminar for supplementary school principals on best practices in supplementary education.
 - A series of conversations with lay leaders on introduction of change.
 - Meetings with someone like Joe Reimer on the role of rabbis in upgrading supplementary school education.
 - Discussions on upgrading the Israel experience.
 - A seminar on state-of-the-art education in day schools, perhaps with a focus on the teaching of Hebrew.

2. It was suggested that CIJE prepare an inventory of the resources available to Lead Communities including opportunities with the seminaries, the Melton Center, the Jerusalem Fellows, and our various consultants. This will involve going to each of those resources and asking them to commit themselves to what they are ready to provide to the Lead Communities immediately.
3. Following is a list of what we wish to do in the Lead Communities in the first year to work toward upgrading personnel:
 - a. The qualitative and quantitative educators surveys leading to an overall personnel plan, including an emphasis on inservice training.
 - b. Pilot projects to move us ahead.
 - c. New hires and/or uptraining of current personnel in the communities.
 - d. Networking of educators among the three communities.
4. At the same time, in order to encourage mobilization of the community, we should encourage the formation of the local commission and the establishment of task forces including one on personnel and one on Best Practices.

The commission should be encouraged to discuss vision. It was noted that Milwaukee provided us a challenge by asking for our assistance in developing that vision. In further discussion it became evident that we are not currently ready to offer concrete support. We are working with the training institutions to help guide this process and will continue to work on this.

- D. The meeting concluded by noting that the following issues still need to be discussed:
 1. The need for a planning seminar to help move the communities ahead through interaction and conversation.
 2. A plan for how to proceed with the Israel experience. It was suggested that we should work with each community on what it wants to do with the Israel experience and then help to make an approach to the CRB Foundation for support.
 3. A concrete plan for how to proceed with each community.
 4. Longer, more regular staff meetings to move this process ahead.

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL **DATE** 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Ellen Goldring to provide Atlanta with a written description of the monitoring, evaluation and feedback project and Claire Rottenberg's role.		SE	3/5/93	3/10/93	
2.	Draft a letter to Rachel Cowan thanking her for considering membership on the CIJE board.		SE	2/25/93	3/15/93	
3.	Provide the communities with a summary of opportunities for working with the training institutions, including Melton in Israel.		SE	2/22/93	3/15/93	
4.	Review list of candidates for two new senior staff positions in Atlanta.		SE	3/5/93	3/15/93	
5.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93	3/31/93	
6.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/2/93	
7.	With BH, arrange a private meeting with Chaim Botwinick to discuss how to proceed in Baltimore.		SE	3/5/93	4/2/93	
8.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
9.	Work with Isa Aron and Ellen Goldring to design an educators survey for use in all three communities.		SE	3/5/93	4/15/93	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review list of candidates for two new senior staff positions in Atlanta. Propose one or two other candidates.		SF	3/5/93	3/15/93	
2.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	3/31/93	
3.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE GOLDRING ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Provide a written description of the monitoring, evaluation and feedback project including an explanation of Claire Rottenberg's role.		EG	3/5/93	3/15/93	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make samples available to Milwaukee of educator surveys used in other communities.		AH	2/22/93	3/15/93	
2.	Ask SE to provide the communities with a summary of opportunities for working with the training institutions, including Melton in Israel.		AH	2/22/93	3/15/93	
3.	Call Ruth Cohen to discuss progress of monitoring in Milwaukee.		AH	2/22/93	3/15/93	
4.	Arrange for field researchers to move ahead. We promised a first report in a couple of months.		AH	2/22/93	3/15/93	
5.	Call Baltimore and Milwaukee for approval for the field researchers to resume their monitoring activities.		AH	3/5/93	3/15/93	
6.	Provide Milwaukee with information on the educated Jew project to help them in setting goals.		AH	2/22/93	3/31/93	
7.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	3/31/93	
8.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
9.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
10.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review list of candidates for two new senior staff positions in Atlanta.		BH	3/5/93	3/15/93	
2.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/2/93	
3.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
4.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/15/93	
5.	With Ellen Goldring and Claire Rottenberg, present pilot projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
6.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Revise CIJE letterhead. Consider Commission approach.		VFL	2/5/93	3/15/93	
2.	Design meeting planning process and pull raw materials out of minutes to use for planning.		VFL	3/8/93	3/15/93	
3.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	3/31/93	
4.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	4/1/93	
5.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	NAPARSTEK ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky 		AJN	2/25/93	3/31/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <p>a. Lester Pollack</p>		AR	2/25/93	3/31/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. John Colman		HLZ	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	

MINUTES: CIJE Planning and Debriefing Meetings

DATE OF MEETING: February 24-25, 1993

DATE MINUTES ISSUED: March 10, 1993

PRESENT: Shulamith Elster, Seymour Fox, Ellen Goldring,
Annette Hochstein, Stephen Hoffman, Barry Holtz,
Martin Kraar, Virginia Levi, Morton L. Mandel,
Arthur Naparstek, Arthur Rotman, Jonathan Woocher,
Shmuel Wygoda, Henry Zucker

- I. The planning meeting opened with a review of our work with the Lead Communities. It was noted that visits had been made over the last several weeks to each of the communities and that each is at a different point of readiness of lay leadership, staff, and planners. CIJE is now working to clarify a vision of what we want to do in the Lead Communities.
- A. A primary goal is general mobilization--the formation of a wall-to-wall coalition. It appears that Milwaukee is closest to this goal and Atlanta has the farthest to go.
- B. In order to establish the current status and future needs of personnel in each community, we are encouraging each to undertake an educators survey that will clarify numbers and qualifications of current staff. At the same time, our field researchers are conducting interviews to learn about the perceptions and working conditions of current educators. When we know the key needs of each community, we will encourage in-service training through the Melton and Jerusalem Fellows programs in Israel and work with the denominational training institutions in the United States.
- C. In an effort to provide an early demonstration of action, we will encourage the communities to use the work of the Best Practices project to undertake:
1. a seminar for principals of supplementary schools,
 2. a seminar for lay leaders on change in Jewish education,
 3. a seminar for local rabbis, possibly with Joe Reimer, on their roles in supplementary school education, or
 4. discussions on upgrading the quality of the Israel experience.
- D. We will encourage the communities to establish a vision for Jewish education. This will be a long-term process which should begin now.

In the discussion that followed, it was noted that CIJE has a basic vision for each Lead Community. By working with the communities, we can help to raise their levels of expectations for themselves and enhance the planning process. This process will require time as relationships are built and the communities develop a clearer understanding of the role of CIJE. We are overcoming a period of skepticism in the communities as each begins to understand that it can be more effective with CIJE than without.

It was noted that we do not currently have signed agreements with the communities, but intend to move in that direction in the months ahead. One piece of such an agreement may be a clarification of the sort of lay and professional involvement we expect in each community.

In the first year we envision taking the following steps:

1. Community mobilization--establishment of a wall-to-wall commission.
2. Development of a joint planning process among the three communities.
3. Guided by the joint process, forward movement on the planning process in each community.
4. Development and administration of a survey to determine the current status of personnel in each community leading to the possible addition of 2-3 new positions, involvement in training programs, and the undertaking of pilot projects as described earlier.

- II. Following this discussion, there was detailed discussion and preparation for the meetings on February 25.

Assignment

It was noted that we had not adequately prepared our board members through either written or personal communication. We will move ahead in the coming weeks to reestablish a communication plan.

It was suggested that we involve our board members more actively by activating the three committees for which chairs have been identified: Lead Communities; Best Practices; Monitoring, Evaluation and Feedback. If board members take an active role in these activities, they will help to legitimize the CIJE process and will encourage involvement of local lay leaders within the three Lead Communities.

It was suggested that we consider establishing a finance committee, as well. This will be proposed to the Executive Committee of the board at its next meeting.

- III. Post-Meeting Debrief

Following the February 25 meetings, the staff group reconvened to review them and discuss next steps.

A. Executive Committee Meeting

It was reported that the Executive Committee discussed its role and concluded that the work of CIJE should be carried out through the work of the entire board. It was felt that a meeting schedule for the Executive Committee should evolve, but that two or at most three meetings per year are sufficient at present.

Executive Committee members accepted the current executive directorship arrangement. They would be happy if we could hire a "superstar" to serve as executive and will support the resumption of a search in the future, but are satisfied to proceed as we are.

The group agreed with the concept of working through committees and supported the recommendation that the committees be constituted and begin to function.

The current financial situation was shared briefly and it was reported that a meeting with the presidents and executives of our partner organizations is now being scheduled. It was suggested that a teleconference be held with Executive Committee members following that meeting to brief them on the outcomes.

It was clear that Executive Committee members wish to be fully engaged and to provide constructive support to the work of CIJE. It was noted in discussion that ongoing camper contacts are critical and must begin now.

B. Annual Meeting

It was felt that the meeting went well and that the attendance was very good. Scheduling was a concern and it was concluded that in the future we will return to the approach of holding our largest meeting in the morning.

It was suggested that at the next annual meeting we continue the practice of featuring the work of one foundation on behalf of Jewish education and that a good possibility for the next meeting might be the Cummings Foundation. It was also noted that we should prepare a letter to Rachel Cowan thanking her for considering membership on the CIJE board and noting our understanding of the Cummings Foundation policy against doing so.

Another suggestion for the next annual meeting is that we consider a report of general interest in the area of Jewish education such as that made by Marty Lipset last year on the population study.

C. Board Meeting

We will begin now to schedule the next board meeting for August and will plan to follow the practice of holding meetings in August and

Assignment

Assignment

Assignment

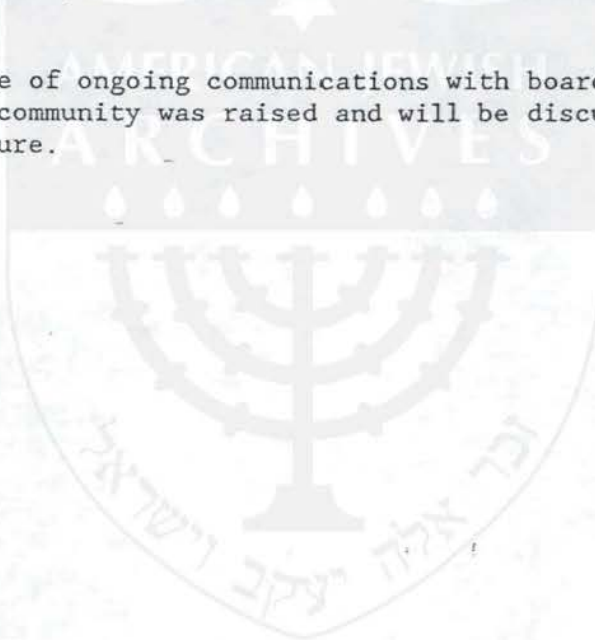
February. We will consider holding an Executive Committee meeting in the interim and having committee meetings in conjunction with the two board meetings. We will begin now to set dates for Board and Executive Committee meetings through February 1994. We may wish to schedule a cultural or informational session in the evening prior to a full day of CIJE meetings.

Assignment

In further discussion about the establishment of the three committees, the following recommendations were made with respect to staffing: Best Practices Committee--Barry Holtz; Lead Communities Committee--Shulamith Elster; Monitoring, Evaluation and Feedback Committee--Ellen Goldring/Adam Gamoran.

It was suggested that we consider adding a Development Committee. This is a topic for discussion at the next Executive Committee meeting.

The issue of ongoing communications with board members and the broader community was raised and will be discussed further in the near future.



MINUTES: CIJE Staff Telecon

DATE OF MEETING: March 5, 1993

DATE MINUTES ISSUES: March 10, 1993

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y),
Henry L. Zucker

COPY TO: Morton L. Mandel

The primary purposes of this telecon were to clarify next steps in each of the three communities and agree on an ongoing communication plan for the staff team.

I. Atlanta

SE, SF, AH and SHH had just met with the Atlanta staff and lay leaders. They noted that a lack of human resources is making it difficult for Atlanta to get started. Following is a list of steps CIJE should take to move our process along:

- Assignment
Assignment
- A. Atlanta is seeking two new senior staff members. It was suggested that SE, SF, and BH review their list of candidates. In addition, SF will propose one or two other candidates. Until they have the necessary staff on board, it will be very difficult for Atlanta to move ahead with the project. We have promised Atlanta up to \$30,000 to match local support for funding a position to help move the project forward. Atlanta is to let us know when there is a person in place. As noted above, we will be involved in identifying candidates.
- Assignment
- B. In light of lay pressure to get going, Atlanta would like to move forward with a pilot project. SE and BH will meet with Atlanta on pilots, being very careful to keep the CIJE agenda in mind.
- Assignment
- C. Mobilization of the Atlanta commission should now begin. It was suggested that Ellen Goldring, Claire Rottenberg and BH present their projects to the Council on Jewish Continuity as a way to help move the mobilization process along. Atlanta is looking to us for an agenda.
- D. Atlanta is looking for help with a pilot project in one of the following areas:
1. Personnel--teacher education. (Emory University is interested in being involved.)

2. Israel experience programs.

In discussing the possibility of a pilot project on the Israel experience, BH reported that he had spoken with Peter Geffen and been given the "party line" on the CRB project. Atlanta is one of the twelve communities selected to participate, but it is unclear what this involves. We know that CRB is providing extensive technical assistance and is matching scholarship funds on a 1:3 basis. It was suggested that Atlanta is looking to CIJE for help in interpreting the CRB project. We might work with Atlanta to design a model of what it would take to significantly increase the number of young people from Atlanta who go to Israel and then present a plan to CRB. SE and BH will discuss this with Atlanta and decide if it is a priority.

Assignment

3. Work with the JCC--to be undertaken later.

Assignment

SE, SF, and BH agreed to prepare suggestions for how to proceed with these pilot projects.

Assignment

E. Ellen Goldring should provide a written description of the monitoring, evaluation and feedback project including an explanation of Claire Rottenberg's role. Steve Gelfand will use this to introduce her to the community. It was agreed that Claire can now resume her duties as a field researcher. SE will call Ellen to let her know about the assignment.

Assignment

F. SE will remain in regular contact, providing ongoing prodding and support of the process with help from SHH on community process issues.

II. Baltimore

Baltimore is at the end of a long planning process and anxious to move ahead with pilot projects. They wish to wait to convene their commission until summer.

Assignment

- A. SE and BH will begin work immediately with Baltimore on developing a pilot project.
- B. BH and SE will make the community aware of the availability of CIJE as a resource on hiring and training for senior staff.
- C. No immediate steps are necessary in Baltimore with respect to the funding support we have promised for planning. We will wait to hear how Baltimore proposes to use that support.
- D. We should encourage Marshall Levin to discuss what it means to be a Lead Community with the lay leaders.

Assignment

E. SE and BH will try to arrange a private meeting with Chaim Botwinick to discuss how to proceed.

III. Milwaukee

Milwaukee is moving most quickly. As in the other communities, our goal is to help raise the level of discourse from business as usual to an increased understanding of the potential to upgrade Jewish education.

- A. Milwaukee will probably use some of the financial support promised by CIJE to engage a local sociologist or bring in outside consultants for assistance on the educators survey. We will wait to hear from Milwaukee before releasing any funds.
- B. We should keep in mind the need in Milwaukee to keep the CIJE agenda in front of them.
- C. SE and BH will visit Milwaukee on March 23 and 24 to visit schools and introduce the Best Practices in the Supplementary Schools project.
- D. Milwaukee would like us to work with them on the goals project.

IV. Checklist for the Communities

AH summarized the discussion as follows:

- A. Pilot projects are to be developed for all three communities by SE and BH.
- B. The Best Practices in the Supplementary Schools project will be introduced in all three communities by BH. He is encouraged to move ahead on the other best practices studies.
- C. Relaunching Monitoring, Evaluation and Feedback Project

Assignment

It is okay to resume work in Atlanta. AH is to call Baltimore and Milwaukee to get the go-ahead. Next steps include:

- 1. Interim report on the lives of educators.
- 2. The goals project.
- D. Hiring a full-time person to run the project
 - 1. Milwaukee has already done this.
 - 2. Atlanta is working on it.
 - 3. Baltimore is not yet where we want them to be.
- E. Launching of a Commission
 - 1. Milwaukee has begun and is moving forward satisfactorily.

2. Atlanta is working on this and is progressing slowly.
3. Baltimore wishes to postpone this until summer.

F. Educators Survey

We will move forward with this in all three communities. SE will take the lead in giving guidance on the educators survey. She will call on Isa Aron and Ellen Goldring to help design the survey. We should move ahead with it in all three communities at the same time in order to maximize use of staff time.

Assignment

G. Mobilization of Leadership

To be worked out.

H. We are providing the expertise of our staff or outside talent to:

1. Help with new hires.
2. Offer the training capacity of the institutions of higher Jewish learning and the Melton Center.

I. We need to develop a schedule of meetings several months ahead to provide the communities with sufficient lead time.

J. The dialogue with each community should include discussion of what it means to be a Lead Community.

V. Communications

- A. It was agreed that each of the core staff people or consultants will submit a written report on the highlights of their work to VFL on the 15th and 30th of each month. VFL will pull this together into a single report and distribute it.
- B. We will hold a weekly conference call. VFL will poll participants to identify a regular day and time each week for the call. Everyone is to submit agenda items to VFL who will develop and distribute an agenda prior to each call.
- C. Ongoing contact with the Lead Communities is necessary, but it was suggested that it is too early in the process for this to be done by telecon. At the next telecon of this group we will schedule meetings with the Lead Communities and discuss communications beyond the internal staff group.



PREMIER INDUSTRIAL CORPORATION

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Ellen Goldring to provide Atlanta with a written description of the monitoring, evaluation and feedback project and Claire Rottenberg's role.		SE	3/5/93	3/10/93	
2.	Draft a letter to Rachel Cowan thanking her for considering membership on the CIJE board.		SE	2/25/93	3/15/93	
3.	Provide the communities with a summary of opportunities for working with the training institutions, including Melton in Israel.		SE	2/22/93	3/15/93	
4.	Review list of candidates for two new senior staff positions in Atlanta.		SE	3/5/93	3/15/93	
5.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93	3/31/93	
6.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/2/93	
7.	With BH, arrange a private meeting with Chaim Botwinick to discuss how to proceed in Baltimore.		SE	3/5/93	4/2/93	
8.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
9.	Work with Isa Aron and Ellen Goldring to design an educators survey for use in all three communities.		SE	3/5/93	4/15/93	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review list of candidates for two new senior staff positions in Atlanta. Propose one or two other candidates.		SF	3/5/93	3/15/93	
2.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	3/31/93	
3.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE GOLDRING ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Provide a written description of the monitoring, evaluation and feedback project including an explanation of Claire Rottenberg's role.		EG	3/5/93	3/15/93	

- ☐ ASSIGNMENTS
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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make samples available to Milwaukee of educator surveys used in other communities.		AH	2/22/93	3/15/93	
2.	Ask SE to provide the communities with a summary of opportunities for working with the training institutions, including Melton in Israel.		AH	2/22/93	3/15/93	
3.	Call Ruth Cohen to discuss progress of monitoring in Milwaukee.		AH	2/22/93	3/15/93	
4.	Arrange for field researchers to move ahead. We promised a first report in a couple of months.		AH	2/22/93	3/15/93	
5.	Call Baltimore and Milwaukee for approval for the field researchers to resume their monitoring activities.		AH	3/5/93	3/15/93	
6.	Provide Milwaukee with information on the educated Jew project to help them in setting goals.		AH	2/22/93	3/31/93	
7.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	3/31/93	
8.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
9.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
10.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review list of candidates for two new senior staff positions in Atlanta.		BH	3/5/93	3/15/93	
2.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/2/93	
3.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
4.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/15/93	
5.	With Ellen Goldring and Claire Rottenberg, present pilot projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
6.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	

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☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Revise CIJE letterhead. Consider Commission approach.		VFL	2/5/93	3/15/93	
2.	Design meeting planning process and pull raw materials out of minutes to use for planning.		VFL	3/8/93	3/15/93	
3.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	3/31/93	
4.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	4/1/93	
5.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	



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FUNCTION CLJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none">a. Mandell Bermanb. Maurice Corsonc. David Hirschhorn (with SF)d. Ludwig Jesselson (with MLM)e. Henry Koschitzky		AJN	2/25/93	3/31/93	

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

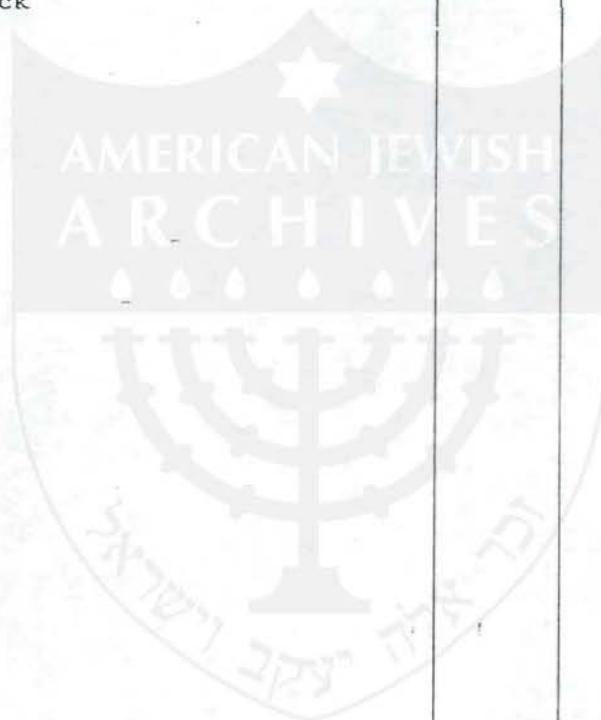
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <p>a. Lester Pollack</p>		AR	2/25/93	3/31/93	





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. John Colman		HLZ	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	

MINUTES: CIJE Staff Telecon
DATE OF MEETING: March 24, 1993
DATE MINUTES ISSUED: March 25, 1993
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Virginia Levi (Sec'y),
Shmuel Wygoda, Henry L. Zucker
COPY TO: Barry Holtz, Morton L. Mandel

I. The Minutes and Assignments of March 5 and 10 were reviewed.

Assignment

- A. Ellen Goldring sent a letter to Steve Gelfand in Atlanta describing the monitoring, evaluation and feedback project. SE will see that this is circulated to the staff group.

Assignment

- B. SF reported on a conversation with David Hirschhorn, who is enthusiastic about the work of CIJE. SF is to write a letter to Mr. Hirschhorn indicating our understanding that he would like to encourage the Lead Communities to formulate goals for use as a basis of evaluation. Mr. Hirschhorn also wants to meet with MLM and Esther Leah Ritz to discuss how he can help with the work of a monitoring, evaluation and feedback committee. He would also like to meet with Adam Gamoran and Ellen Goldring to be kept in touch with the work they are doing. SF will draft a letter for review by SHH, MLM, and HLZ.

Assignment

SF noted that Mr. Hirschhorn is anxious to be involved in the local Lead Community project in Baltimore. It was suggested that SHH encourage Daryl Friedman to involve Hirschhorn locally. SHH will also suggest that MLM talk with Roy Hoffberger about the process in Baltimore and will provide him with an outline of discussion points.

Assignment

- C. HLZ will encourage MLM to talk with Corky Goodman so that the meeting with the presidents and executives of CJF, JCCA and JESNA can be scheduled.
- D. VFL was encouraged to move ahead on drafting a communication with board members about membership on board committees so that those committees can begin to function.

II. Update on Communities

A. May Seminar

Work is under way to schedule a seminar with the training institutions in which they are to discuss how best to work with the Lead Communities, followed by a seminar of the Lead Communities, to include some overlap time for interaction with the training institutions. It may be impossible for the two to coincide, in which case we may try to hold a meeting with the training institutions during the week of May 10 and a separate meeting with the communities on May 17 and 18 at which one agenda item would be a presentation of what the training institutions are prepared to offer.

Discussions will be held in Israel about the various options and SF will advise VFL by Friday, March 26 on how to proceed with the planning and arrangements.

It was suggested that we involve the communities in preparation of the agenda for the seminar. SE, SF, and AH will begin by developing our proposed agenda. This will then be presented to the communities for their additions and comments.

B. Atlanta

Atlanta continues to have problems with availability of staff time. SE, BH, and E. Goldring are scheduled to hold a series of meetings in Atlanta on April 20. They will begin by meeting with educators and other professionals, followed by a series of presentations to the Atlanta commission on the work of CIJE. During that visit, they will begin to work with Emory University on the possibility of developing a pilot project on personnel development. They will also continue conversations about Atlanta's participation in the CRB Israel experience project.

It was noted that Atlanta will not send a representative to the meeting on March 29 on the educators survey. They will, however, send someone to the May seminar.

It was suggested that the lay leaders of Atlanta are more ready to move ahead than the professional staff. It was noted, however, that there are two factions of lay people trying to take the community in different directions and that the staff is caught somewhere in the middle. It was agreed that this all needs to be thought through carefully.

Assignment

C. Baltimore

A meeting has been scheduled for May 14 at which presentations will be made to a group of community professionals on the work of CIJE. SE will meet with the Baltimore team on April 2 to prepare for that May 14 meeting. She will talk with them at that time about the possibility of including meetings with lay people on that May date.

SE and BH have begun to talk with Baltimore about pilot projects. There are some materials on the "teacher specialist" concept which SE will circulate to this group. This project has been funded; the professional advisory committee has met; and this project is under way. Baltimore has received funding to expand Israel programming for teens. [Later: At this stage of the projects, do they qualify as pilots?] Finally, Baltimore is responding to a request by a local synagogue to rethink its supplementary education program.

When SHH calls Daryl Friedman to talk about David Hirschhorn's interest in being involved locally, he will also ask about the status of lay participation in the Lead Community activity.

C. Milwaukee

SE and BH were in Milwaukee for a series of meetings and visits to schools on March 23 and 24. The Milwaukee commission has been established and is planning to work over the next six months through task forces on personnel, supplementary schools, and strategic planning. They are working on developing a pilot project based on the Best Practices in the Supplementary Schools report.

It was noted that a project on staff development on family education through the JCC has been funded for two years by the Bader Foundation. Daniel Bader is enthusiastic about CIJE and pleased to be on the board. It was suggested that we begin to develop our relationship with him. It may be that Chuck Ratner could be an effective mentor for him. This will be considered further.

It was reported that Milwaukee has expressed concern about their perception that CIJE is not meeting its part of the bargain in the monitoring, evaluation and feedback project. Milwaukee was expecting feedback on the work they have already undertaken and would like that process to begin as soon as possible.

Assignment

AH indicated that she was aware of this concern and has spoken with Adam and Ellen about how to proceed. Adam will be in Israel for a meeting with SF and AH on April 8, at which this issue will be discussed. A time table for written reports will be developed then. In the meantime, it was agreed that SE should arrange for Ellen and Roberta to meet with the Milwaukee group in May and to provide oral feedback at that time.

III. Educators Survey

A meeting is scheduled for Monday, March 29 in Baltimore at which the survey is to be drafted. Participants will include Ellen Goldring (Chair), Shulamith Elster, Chaim Botwinick of Baltimore, Ruth Cohen of Milwaukee, and the three field researchers. They will discuss the methodology, content, and logistics of the educators survey. Each participant has received an agenda for the meeting and material for review. The outcome should be a draft survey which will be circulated to this group for quick response. The goal is to have a finished survey by the second week of May in order that it can be administered before the end of the current academic year. It was suggested that the draft also be circulated to local educators for their input.

As noted earlier, Atlanta will not have a representative at the meeting. However, SE will consult with Atlanta staff in advance of the meeting and will keep their issues and concerns on the table as discussions proceed.

IV. Progress Report on Best Practices

- A. The JCCA project is still under way, but has experienced some delay as JCCA moves its offices.
- B. The early childhood project is moving ahead. Participants have submitted their reports and BH is in the process of compiling them.
- C. The campus project began with a meeting with Hillel and will move forward from there.
- D. Conversations have taken place with Bob Hirt and Bob Abramson on the day school project. This is just getting under way.
- E. Preliminary conversations have been held with Jon Woocher on the possibility of identifying community initiatives on behalf of Jewish education.

It was suggested that with the supplementary school project completed, our current priority should probably be the day schools, with early childhood, the Israel experience, and the JCC following in that order. There was a sense that community initiatives should be postponed while we move forward in the other areas.

V. Next Steps

Assignment

- A. Based on the discussion at this meeting and activities in the communities, SE and VFL will develop a calendar for how we should be proceeding in each community, including a time line and assignments.
- B. It was agreed that we should begin now to plan for meetings with the Lead Communities and training institutions to follow the meetings now being set for May. This will be a topic for the next staff telecon.
- C. Future telecons will be scheduled for 9:00 a.m. Eastern time every Wednesday. The next telecon is scheduled for March 31. We will skip the following Wednesday and hold a telecon on April 14. Subsequent telecons will be confirmed as we proceed.



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SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Circulate Ellen Goldring's letter to Steve Gelfand describing the monitoring, evaluation and feedback project to staff group.		SE	3/24/93	3/31/93	
2.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	3/31/93	
3.	Circulate materials on the Baltimore "teacher specialist" concept to staff group.		SE	3/24/93	4/2/93	
4.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	4/9/93	
5.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93	4/15/93	
6.	Arrange with Ellen Goldring and Roberta Goodman to meet with the Milwaukee group in May to provide oral feedback on work they have undertaken.		SE	3/24/93	4/15/93	
7.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/30/93	



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ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	4/15/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	4/15/93	

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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft agenda for the May seminar for presentation to the Lead Communities for their additions and comments.		AH	3/24/93	4/9/93	
2.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	4/15/93	
3.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	



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ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

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1.	Ask Daryl Friedman about the status of lay participation in the Lead Community activity in Baltimore and encourage him to involve David Hirschhorn.		SHH	3/24/93	3/31/93	
2.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	4/8/93	
3.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/20/93	
2.	With Ellen Goldring and Claire Rottenberg, present pilot projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
3.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	5/15/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		VFL	3/24/93	3/31/93	
2.	Design meeting planning process and pull raw materials out of minutes to use for planning.		VFL	3/8/93	3/31/93	
3.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	3/31/93	
4.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	4/1/93	
5.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer 		MLM	2/25/93	4/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none">a. Mandell Bermanb. Maurice Corsonc. David Hirschhorn (with SF)d. Ludwig Jesselson (with MLM)e. Henry Koschitzky		AJN	2/25/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Lester Pollack		AR	2/25/93	4/15/93	





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. John Colman		HLZ	2/25/93	4/15/93	
2.	Encourage MLM to talk with Corky Goodman prior to scheduling of a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	4/15/93	

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: March 31, 1993

DATE MINUTES ISSUED: April 2, 1993

PARTICIPANTS: Shulamith Elster, Seymour Fox, Stephen H. Hoffman,
Barry Holtz, Virginia F. Levi (Sec'y), Shmuel Wygoda,
Henry L. Zucker

COPY TO: Annette Hochstein, Morton L. Mandel

I. The minutes and assignments of March 24 were reviewed.

- A. BH suggested that we reconsider the community initiatives concept and its priority level within the best practices lineup.
- B. It was felt that the letter drafted for use by Atlanta in introducing Claire Rottenberg and the monitoring, evaluation and feedback project needed strengthening. SE will check with Atlanta to see if the letter has been sent and, if not, will work with Ellen Goldring to be sure the letter includes a clear description of the project and an explanation of Claire Rottenberg's strengths.
- C. It was noted that the three projects listed in the minutes as pilots in Baltimore are actually projects that Baltimore has undertaken independently of CIJE. CIJE was asked for help in the form of ideas and identification of staff. It was noted that we should be helpful in any way we can, pointing out if we think an approach is off base, but should understand if the community decides to proceed anyway. SE will distribute descriptive information of the teacher specialist project and we will put it on the agenda for the next teleconference. Our goal will be to recommend to SE and BH how to proceed in conversations with Baltimore.
- D. SHH reported having spoken with Darrell Friedman about the status of lay participation in the Lead Community project and about David Hirschhorn's interest in being involved. Friedman has recently met with Hirschhorn and plans to involve him. He did not know about lay involvement in general and will follow up.

II. Educators Survey

A meeting was held on March 29th, chaired by Ellen Goldring, to draft the Educators Survey. Participants included SE, Chaim Botwinick, Ruth Cohen, and the three field researchers. It began with an open discussion of what we hope to learn from the survey to assist in planning for the Lead Communities. It was followed by the development of a draft instrument,

Assignment

based on materials distributed in advance of the meeting. It concluded with a discussion of logistics on the management of implementation. The result of the day was a first draft of the instrument which is being put together and will be circulated for feedback.

Several issues were raised as a result of the meeting:

A. Timing

Because of the end-of-the-year academic schedule in Milwaukee, the instrument will have to be administered at the end of April. In order to accomplish this, it must be reviewed quickly once we receive it. SE will see that it gets to Israel by Sunday.

It was noted that the input of local educators is critical if this is not to appear as a top down approach. SE will suggest to AH a list of critical educators in each Lead Community who should be consulted. Israel will provide the academic input on reliability and validity. At the same time SE will check with the local educators to be sure the instrument is on target.

B. Analysis of Data

There was a strong sense at the Baltimore seminar that the data collected should be evaluated by a single person rather than having each community use local experts. It was felt that this would provide continuity in the evaluation and could become the start of a national data pool. SE and EG will summarize this recommendation and discuss it with AH.

C. Cost of the Survey

It was noted that this was an issue raised at the meeting, but no details were discussed during the telecon. SE will discuss this directly with AH.

III. Update on Communities

The focus during this telecon was on Milwaukee. SE and BH spent two days in Milwaukee meeting with educators, lay leaders and staff, and planning for a pilot project. The next step in launching a project on best practices in supplementary schools is to bring the prospective players together to consider ideas for change and steps for implementation. It was felt that it is important to conclude the next stage by mid-June so that implementation can begin with the start of the next academic year. Our approach will be to present the work to rabbis, educators and lay people from each of the supplementary schools, followed by the establishment of teams from each school which will work on their specific needs in consultation with SE and BH. The following timetable was outlined:

- A. Members of the Milwaukee commission will personally visit each rabbi and supplementary school director.
- B. Teams of rabbis, educators and lay people from each supplementary school will be established and will meet together with BH for a presentation on best practices in the supplementary school.
- C. BH and SE will meet with each individual team for consultations on issues particular to their school.
- D. BH and SE will synthesize the outcomes of the individual consultations and develop an overall project for launch in the fall.

It was reported that there is a complicated relationship between the Lead Communities project and MAJE (Milwaukee's BJE). It was noted that MAJE has a new acting director in whom our team has confidence and was suggested that it might be wise for us to help empower her by involving her in the project.

IV. Involvement of the Denominations

It was noted that the Milwaukee congregations are more involved in the Lead Communities project than are the congregations in the other two communities. The local commission members are meeting with rabbis and believe that all but one will be brought on board easily. They requested help with one Reform rabbi and it was suggested that Mel Merians be asked to talk with him. [Who will speak with Mr. Merians and when should this occur?]

Sara Lee reported to VFL that the Reform movement has met with its rabbis and educators in Atlanta and Baltimore to discuss involvement in the Lead Communities project. She noted that in both communities the denominational representatives feel that this is a federation process and that they are being left out. It was suggested that SHH and SE develop a plan for including the denominations in each community.

Assignment

V. Plans for May Seminar

- A. It was noted that the development of an agenda should include input from the three communities. SE will talk with representatives of each about what they would like to see addressed.

Assignment

- B. SE will also let Atlanta and Baltimore know that Milwaukee plans to bring lay leaders.

Assignment

- C. Israel plans to run a simulation of the seminar in late April based on a sense of what would be viewed as successful outcomes for CIJE, the Lead Communities, and the training institutions. A first draft of an agenda for the seminar will be developed in Israel and distributed for discussion at the next telecon.

- D. The seminar will begin at 8 a.m. on Tuesday, May 11 and will conclude by 5 p.m. on Wednesday, May 12.

VI. The Function of Board Committees

A very brief discussion was held of the function of the board committees. It was suggested that they be viewed as similar to visiting committees at a university, involved in intensive review within their specific areas. VFL will use this concept to draft descriptions of the committees.

VII. Next Meeting

The next telecon is scheduled for Wednesday, April 14 at 9 a.m. eastern time. That and future meetings will be scheduled for a full two hours.





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Get draft of educators survey to Israel for review.		SE	3/31/93	4/4/93	
2.	Suggest to AH a list of critical educators in each Lead Community whose input to educators survey should be obtained.		SE	3/31/93	4/4/93	
3.	Check with local educators to see that the educators survey is on target.		SE	3/31/93	4/4/93	
4.	Circulate materials on the Baltimore "teacher specialist" concept to staff group.		SE	3/24/93	4/5/93	
5.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	4/9/93	
6.	Check on status of letter drafted for use by Atlanta in introducing Claire Rottenberg and the monitoring, evaluation and feedback project.		SE	3/31/93	4/9/93	
7.	Let Atlanta and Baltimore know that Milwaukee plans to bring lay leaders to the May seminar.		SE	3/31/93	4/9/93	
8.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	4/14/93	
9.	Get input from each Lead Community for agenda for May seminar.		SE	3/31/93	4/14/93	
10.	Talk with AH about the cost of the educators survey.		SE	3/31/93	4/14/93	
11.	With EG, summarize recommendation that data be evaluated by a single person and discuss with AH.		SE	3/31/93	4/15/93	



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ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

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12.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93	4/15/93	
13.	Arrange with Ellen Goldring and Roberta Goodman to meet with the Milwaukee group in May to provide oral feedback on work they have undertaken.		SE	3/24/93	4/15/93	
14.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	4/21/93	
15.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/30/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	4/15/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	4/15/93	



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft agenda for the May seminar for presentation to the Lead Communities for their additions and comments.		AH	3/24/93	4/9/93	
2.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	4/15/93	
3.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	



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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	4/15/93	
2.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	4/15/93	
3.	With SE, develop a plan for involving denominations in each community in CIJE.		SHH	3/31/93	4/21/93	



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ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/20/93	
2.	With Ellen Goldring and Claire Rottenberg, present MEF projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
3.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/29/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	



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ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	

AMERICAN JEWISH
ARCHIVESארכיון יהודי אמריקני
אברהם יעקב וישראל



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ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		VFL	3/24/93	4/14/93	
2.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	4/14/93	
3.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	4/14/93	
4.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	



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ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93	4/15/93	
2.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <p>a. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky</p>		AJN	2/25/93	4/15/93	



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ORIGINATOR/PROJECT LEADER

VFL

DATE

4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Lester Pollack		AR	2/25/93	4/15/93	





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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. John Colman		HLZ	2/25/93	4/15/93	
2.	Encourage MLM to talk with Corky Goodman prior to scheduling of a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	4/15/93	