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

Subseries 1: Meetings, 1990–1998.

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Staff meetings. Minutes and assignments, April 1993-June 1993.

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AGENDA  
CIJE STAFF TELECON  
Wed., April 14, 1993  
9:00 AM (EDT)

Expected Participation: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry Zucker

- |   | <u>Assignment</u> |
|---|-------------------|
| I. Review Minutes and Assignments of 3/31/93                              | VFL               |
| II. Educators Survey Update   | SRE               |
| A. Review by staff team   |                   |
| B. Review by local educators  |                   |
| C. Recommendation for analysis of data                                    |                   |
| III. Update on each community, including status of:                       |                   |
| A. Best Practices Project   |                   |
| B. Pilot Projects   |                   |
| C. Monitoring, Evaluation & Feedback                                      |                   |
| D. Mobilizing the community   |                   |
| 1. Leadership mobilization (lay leaders, educators rabbis, professionals) |                   |
| 2. Launching local commissions  |                   |
| 3. Hiring full-time project directors                                     |                   |
| IV. Plans for May Seminar   |                   |
| A. Status of Agenda Planning  |                   |
| 1. Israel draft   |                   |
| 2. Community input  |                   |
| B. Should field researchers attend?                                       |                   |
| V. Schedule future telecons   |                   |

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: April 14, 1993

DATE MINUTES ISSUED: April 19, 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

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I. The minutes and assignments of March 31 were reviewed.

- A. In discussing the relationship of the Israel Experience programs to the Lead Communities, it was noted that Atlanta has a meeting scheduled with the CRB Foundation on April 25 and has asked for our guidance on how to proceed. It was noted that there is a lack of coordination between CIJE and CRB and that efforts of CIJE staff and consultants to clarify the situation have been unsuccessful. The next logical step appears to be a conversation between MLM and Charles Bronfman.

Assignment

It was suggested that SF prepare a brief summary of the issues, questions, and agreements we seek from CRB. Included will be our request that Atlanta be permitted to join the CRB process when they are ready and a suggestion that all three Lead Communities be involved with the project in a way different from the one currently being proposed in Atlanta.

Assignment

- B. SHH indicated that before he can prepare talking points for MLM with Roy Hoffberger about Baltimore, he needs a better sense of what is happening there. It was agreed that SE will prepare a brief outline for SHH of progress in Baltimore.
- C. It was suggested that in the future the individual communities be asked to pay the salaries of their field researchers. This was recommended by David Hirschhorn early in the process. It was agreed that it is premature to discuss this now, and was suggested that the issue be raised again in approximately six months.

II. Update on Educators Survey

- A. The educators survey has been drafted and reviewed by the CIJE team. At the time of the telecon it was being put in final form for submission to the communities for their review. It is being completed on schedule and should be ready for the communities to administer by the end of April, as planned.



Assignment

- B. Regarding the analysis of the data, it was reported that Adam Gamoran and/or Ellen Goldring will either do the analysis and subsequent report or will find one person to do so. This will be finalized when it is clear that the communities prefer this approach.
- C. The costs of administering and evaluating the survey are still being determined. It was agreed that these should be borne by the communities, but that we can arrange to do some portions centrally (such as printing and analysis) to help keep the cost down. The issue of whether to pro-rate costs to the communities on the basis of size will be considered further.

III. Plans for May Seminar

- A. It was reported that Baltimore is uncomfortable with Milwaukee's plan to bring lay people to the seminar. Discussion included the belief that all participants in the seminar should feel comfortable, on the one hand, and that each community should be able to bring whom they wish, on the other. This question was not resolved.
- B. Israel has begun work on an agenda. SE is checking with the Lead Communities for items they wish to have addressed. A draft agenda will be submitted to the CIJE staff prior to the next telecon.
- C. It was noted that a meeting has been scheduled for the field researchers with the staff team, including Adam Gamoran and Ellen Goldring, for the evening of Monday, May 10. This will begin with dinner. The field researchers may stay in Cleveland for the two days of the seminar, but would meet independently of the seminar.
- D. It was noted that the vision and goals project will be on the agenda with some concrete suggestions. It was suggested that we should be careful not to move forward too quickly with a project we may not be ready to staff. Our priorities need to be clear.

IV. Communications and Staff Deployment

- A. In the context of discussing the vision and goals project, conversation turned to deployment of our limited staff. It was suggested that we might ask the denominations to handle portions of this as well as to take responsibility for implementing pilot projects. It was noted, however, that if a denomination goes into a community without the participation of a CIJE representative, issues of quality control and who is in charge are immediately raised. It was suggested that the best way to ensure both quality and continuity is to have a CIJE representative involved.

It was suggested that we clarify what CIJE involvement should be in any given project at the May seminar. It was noted that regular, ongoing dialogue with the key players through seminars every month or two might help to clarify these issues.



It was suggested that we discuss the relative value of treating the three Lead Communities together versus individually. There may be only limited value in working jointly as the communities move in their own directions.

- B. The question of who should speak with whom in the Lead Communities was raised. It was suggested that we appear disorganized when calls are made in an uncoordinated fashion. We need to develop a system of coordination, a plan of who is responsible for specific topics, and a means of introducing those people appropriately in the communities.

V. Community Updates

A. Baltimore

A strategic plan will be ready to introduce to a lay group by June. Baltimore will use this as the means to launch their commission. They are anxious to have MLM present for the launch. VFL will ask MLM to recommend dates on which he might be available to go.

B. Atlanta

SE, EG, and BH are all scheduled to be in Atlanta for part of a two-day series of meetings on April 19 and 20. The project will be introduced to a variety of players at that time. Meetings are planned with Jewish educators, rabbis, congregational lay leaders, representatives of Emory University, and Atlanta's commission.

C. Milwaukee

Plans are under way for a series of meetings which will position the pilot project in supplementary school education for launching in the fall.

Assignment

- D. It was suggested that SE begin now to prepare a report on each launch, outlining what it entails and what constitutes a successful launch.

VI. Schedule of Future Meetings

- A. The next full board meeting is tentatively scheduled for August 26, which would involve preplan meetings on the 25th. It was reported that May 23 could be the date for an Executive Committee meeting, but was noted that this date was not good for either SHH or HLZ. [It has since been decided not to hold an Executive Committee meeting in May.] An Executive Committee meeting is tentatively scheduled for November 9.
- B. Future telecons were scheduled for 9 a.m. on Wednesdays.



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

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FUNCTION CIJE STEERING COMMITTEE

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	
5.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	





- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE 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.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
5.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
7.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
8.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL 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. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93	4/15/93	
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CIAL at an appropriate time.		MLM	3/30/93	TBD	



AGENDA  
CIJE Staff Telecon  
April 29, 1993  
9:30 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry Zucker

- I. Review minutes of April 14, 1993 VFL
  - II. Review assignments dated April 19, 1993 VFL
  - III. Review plans for May seminar
    - A. Report on simulation AH
    - B. Proposed agenda AH
    - C. How should communities be prepared?
    - D. How should training institutions be prepared?
    - E. Field researchers' role AH
    - F. Should AJN attend all? part?
    - G. Background materials/ meeting book SW
    - H. Logistics VFL
      - 1. Attendance: responses
      - 2. Participation of lay people (Milwaukee)
      - 3. Possibility of staff meeting on procedures
    - I. Other
  - IV. Other business
  - V. Schedule next telecon VFL
- Wed., May 5, 9:00 AM

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: April 29, 1993

DATE MINUTES ISSUED: April 30, 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

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I. The minutes and assignments of April 14 were reviewed.

- Assignment A. SE will talk with Steve Gelfand for a report on the meeting with the CRB Foundation on the Israel experience. It was noted that Alan Hoffman met recently with CRB staff and AH will get a report from him.
- Assignment B. The matter of how CIJE, the Lead Communities, and the denominations will relate to each other still needs to be worked out. It is anticipated that this will be covered during the May seminar.
- Assignment C. The first feedback session in Milwaukee has now taken place. SE will forward a brief report to the staff group.
- D. SF is working with David Hirschhorn on a letter clarifying the purpose of the support which will be provided by the Blaustein Foundation.
- E. SHH has been in touch with Jack Ukeles about an interim financial arrangement. It is likely that some negotiations will take place before a final agreement is reached.
- Assignment F. VFL will arrange for SF to talk with AJN about the proposal to the Spencer Foundation during the May seminar.
- Assignment G. VFL will schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.
- H. HLZ reported that he, SHH, and VFL will interview a candidate for a CIJE position on April 30.

II. Report on Simulation

- A. It was reported that our team of SF, AH, and SW worked with Alan Hoffman, Marshall Levin and Mark Rosenstein to review in depth the issues for discussion at the May seminar and, as a result, substantially revised the proposed agenda. They concluded that there are a number of basic issues related to team building and trust building which must take place at this seminar and that, as a



result, it seems premature to involve representatives of the training institutions and denominations. SF agreed that he would call the training institution and denomination representatives and inform them of the change in plans.

Marshall Levin has agreed to contact the planners in Atlanta and Milwaukee, to review the revised, proposed agenda and to get their input before the agenda is finalized.

The schedule will be as follows (All meetings to take place at the Jewish Community Federation, 1750 Euclid Ave.):

Monday, May 10 - 6 PM to 10 PM Meeting of full staff, including field researchers, to discuss launching of the reporting process.

Tuesday, May 11 - 8 AM to 9:30 PM  
Meetings with representatives of the communities.

Wednesday, May 12 - 8 AM to 4 PM  
Meetings with representatives of Lead Communities

Wednesday, May 12 - 4 PM - 5 PM  
Debrief.

#### B. Proposed Agenda

It was noted that the ultimate goal of the two day seminar is to emerge with a joint plan of action. The following is a summary of the current proposed agenda:

##### 1. Overview - Tuesday morning

We will begin by laying out the issues which have been raised and which require resolution in order to establish how CIJE, the lay leaders and professional staff of the Lead Communities, the denominations, training institutions, and others should work together. A set of questions was developed during the simulation which can serve as the basis for this discussion. Participants will be encouraged to raise others. This will be a working session at which issues will be put on large papers on the wall as they are generated. Any which cannot be answered immediately should be dealt with during the course of the seminar.

##### 2. Draft Action Plan Tuesday afternoon and evening

a. The three Lead Communities together and CIJE

We will come to the meeting with a proposed schedule of meetings for the next two years, including gatherings of lay and professional leaders of the three communities with CIJE staff, working meetings of the CIJE and Lead Community staff, and regular sessions of CIJE staff in local communities.

b. Elements

The purpose of this session will be to remind participants that the ultimate goal of CIJE is to bring about systemic change in the areas of personnel and community mobilization. The specific projects being undertaken by CIJE (i.e., Best Practices, the goals project, and monitoring, evaluation and feedback) should be looked at as ways of moving toward that systemic change. Discussion should include how we can work together on these projects and how we can effectively integrate them with the agendas of the individual communities.

3. Synthesis      Wednesday, May 12 - Morning

This session, to be lead by SHH and Marshall Levin, should lead to a joint action plan and calendar for work among CIJE and the three lead communities and between CIJE and each individual community.

4. Local Lead Community issues: Open Discussion    Wednesday, May 12  
- Afternoon

This discussion will be lead by SE and is an opportunity to resolve any issues that came up during the seminar and have not yet resolved.

At the conclusion of the two days, each person should leave knowing what should happen next, both in the short term and long term.

Following a revision of the agenda on the basis of this discussion by staff and Marshall Levin's contacts with Atlanta and Milwaukee, AH will prepare a revised agenda and a cover letter to accompany it and will send those to VFL for immediate distribution.

5. Debrief    4 PM to 5 PM

At the conclusion of the two days, the staff will meet to debrief and concretely determine next steps.

Assignment



### III. Other Business

#### Assignment

- A. SHH reported that he had received a letter from Milwaukee requesting the \$30,000.00 promised by CIJE in February. He will forward copies of that letter to MLM and to Israel for consideration.

He expects to receive a similar letter from Atlanta in the near future.

- B. It was reported that CJF has asked JESNA to take over CJF's continuity commission. JESNA is uncomfortable with this request in light of the fact that there appears to be significant duplication with the work already done by the Commission on Jewish Education in North America and now being undertaken by CIJE. It is clear that JESNA would like to have a major role in work related to the future of Jewish education in North America, but that there is awareness of the potential conflict.

#### Assignment

It was suggested that SHH bring MLM up to date on this issue and that the CIJE Steering Committee consider how best to respond to the CJF commission approach. SHH will recommend to MLM that he meet with Jonathan Woocher and Bennett Yanowitz to discuss this and a role for JESNA in the CIJE process. It was also noted that this is another reason to encourage MLM to meet soon with Corky Goodman.

### IV. Future Meetings

The next telecon is scheduled for Wednesday, May 5 at 9:00 AM.



- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Steve Gelfand for a report on the meeting with the CRB Foundation on the Israel experience.		SE	4/29/93	5/5/93	
2.	Send a brief report on the feedback session in Milwaukee to the staff group.		SE	4/29/93	5/5/93	
3.	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	5/15/93	
4.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	5/31/93	
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		
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	TBD	
7.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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"> <li>a. Alfred Gottschalk</li> <li>b. David Hirschhorn (with AJN)</li> <li>c. S. Martin Lipset (with SE)</li> <li>d. Florence Melton</li> <li>e. Isadore Twersky</li> </ul>		SF	2/25/93		
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	5/15/93	
3.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/20/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a revised agenda and cover letter for May seminar and send to VFL for distribution.		AH	4/29/93	5/3/93	
2.	Get report from Alan Hoffman on his meeting with CRB staff.		AH	4/29/93	5/5/93	
3.	Finalize arrangements for the analysis of the Educators Survey data.		AH	4/14/93	5/13/93	
4.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
5.	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		
6.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
7.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
8.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send copy of letter from Milwaukee requesting \$30,000 from CIJE to MLM and to Israel for consideration.		SHH	4/29/93	5/5/93	
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	5/5/93	
3.	Talk with MLM about the CJF commission and recommend that he talk with Bennett Yanowitz and Jon Woocher regarding JESNA's role with CIJE.		SHH	4/29/93	5/15/93	
4.	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  With SE, develop a plan for involving denominations in each community in CIJE.		SHH	2/25/93		
			SHH	3/31/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	With SE, work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





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FUNCTION	CIJE STEERING COMMITTEE
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SUBJECT/OBJECTIVE	KLEIN ASSIGNMENTS
1. The student will be able to identify the major components of a cell and their functions.	1. Cell Structure and Function (Chapter 3)
2. The student will be able to describe the process of photosynthesis and its importance to life.	2. Photosynthesis (Chapter 4)
3. The student will be able to explain the process of cellular respiration and its role in energy production.	3. Cellular Respiration (Chapter 5)
4. The student will be able to identify the major types of tissues and their functions.	4. Tissues (Chapter 6)
5. The student will be able to describe the process of cell division and its importance to growth and development.	5. Cell Division (Chapter 7)
6. The student will be able to explain the process of inheritance and the role of genes.	6. Inheritance (Chapter 8)
7. The student will be able to identify the major types of organs and their functions.	7. Organs (Chapter 9)
8. The student will be able to describe the process of homeostasis and its importance to life.	8. Homeostasis (Chapter 10)
9. The student will be able to explain the process of evolution and its role in the development of life.	9. Evolution (Chapter 11)
10. The student will be able to identify the major types of ecosystems and their functions.	10. Ecosystems (Chapter 12)

ORIGINATOR/PROJECT LEADER    VFL                      DATE    4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange for SF to talk with AJN about the proposal to the Spencer Foundation during the May seminar.		VFL	4/29/93	5/10/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		VFL	4/29/93	6/15/93	
4.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
5.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
7.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
8.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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		
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky</p>		AJN	2/25/93		





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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		



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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		
2.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	5/13/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	

AGENDA  
CIJE STAFF TELECON  
May 5, 1993  
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry Zucker

	<u>Assignment</u>
I. Review minutes of April 29, 1993	VFL
II. Review assignments of April 29, 1993	VFL
III. Review plans for May seminar	
A. Plans for Mon. evening meeting	AH
B. Detailed review of agenda for Tues. & Wed.	AH
C. Background materials/meeting book?	AH
D. Other	
IV. Other business	
V. Schedule next telecon	VFL



## CIJE / LEAD COMMUNITIES MAY CONSULTATION

### AGENDA

#### Desired outcomes:

- To continue joint planning and intensify partnership.
- To foster and develop relationships within and across Lead Communities and with the CIJE
- To agree upon the role, content, and method of implementation of each element involved in the Lead Communities project.
- To develop an integrated joint action plan and calendar for each L.C. ( "within ") and for the three L.C. ( " across " ) and the CIJE

#### D Overview

##### Partnership and joint planning

- a) Issues related to launching a Lead Community.
- b) How to coordinate and integrate the Communities' agenda and the CIJE agenda.
- c) The relation of the CIJE to funding and fundraising in L.C.
- d) Different visions of the project by the various partners.
- e) CIJE chain of command.
- f) Partnership issues, e.g.:
  - 1) Relationship within and across the L.C. and with th.
  - 2) The denominations, the L.C. and the CIJE.
  - 3) Relationship with major institutions, e.g. JESNA, JCCA

## II) Draft Action Plan .

### A) The three Lead Communities together and the CIJE.

- Jointly draft a 18/24 months calendar / action plan for the 3 Lead Communities and the CIJE.

### B) Elements:

#### 1) Systemic change

##### a) The concept

##### b) The role of enabling & programmatic options.

##### c) Personnel:

- Educators survey
- Addressing the shortage of qualified personnel
- Strategies to recruit and train personnel ( short & medium term )

##### d) Community mobilization:

- The concept
- Wall to wall coalition - lay leaders, rabbis, educators, professionals, & academics..
- Building strategies for Community mobilization

## 2) Support projects

Comprehensive and planned approaches to content , scope & quality.

### a) Best Practices:

- Best Practices as an inventory of " success stories " in Jewish Education.
- Pre-conditions for replicating Best Practices
- Initial areas in which Best Practices will be developed.
- Best Practices in the Supplementary school : Initial findings and implementation.
- Pilot Projects and Best Practices

### b) Goals

- The role of Goals for education
- Articulate goals for effective evaluation
- Participants in the deliberation on Goals

### c) Monitoring Evaluation and Feedback ( MEF )

- MEF as a tool to document the entire L.C. project and gauge its success.
- Developing the feedback loop
- The role of the Field Researchers
- Relationship of the Field Researchers to the Lead Communities

## C) Individual Lead Communities and the CIJE

- Each community, strategy and action plan



### III) Synthesis:

II)A and II)C integrated into a joint action plan / calendar

### IV) Open issues :

Concluding discussion



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: May 5, 1993

DATE MINUTES ISSUED: May 6, 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

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I. CJF Continuity Commission

SHH reported having spoken with MLM about his concerns regarding the CJF continuity commission's apparent duplication of the work of the Mandel Commission and CIJE. MLM agreed to discuss this with Marty Kraar and Corky Goodman.

II. Plans for Seminar of May 11 - 12

A detailed agenda for the consultation with Lead Communities was carefully reviewed. It was agreed that the ultimate goal of the meetings is to agree to a joint action plan and calendar for the next two years.

It was reported that David Sarnat of Atlanta will participate in the second day of the consultation. It was suggested that AH and SHH meet with Dave Sarnat and Lauren Azoulai on the evening of Tuesday, May 11 to bring Sarnat up-to-date on the first day's presentation and discussion on partnership and joint planning. This will be scheduled for approximately 8:30 that evening.

AH will provide HLZ and SE with notes to help guide their remarks during the first morning's session. The presentations by HLZ, SE, and Marshall Levin on the first morning will refer to issues that have been raised as a starting point for discussion. We will remain flexible about the agenda and work toward responding to concerns and issues as they come up.

SF will talk with BH about his presentation on Best Practices. In addition to a brief review of the concept, he will focus on the questions that have been raised about the project and will provide concrete examples of pilot projects.

It was noted that Alan Hoffman will participate both as a representative of our CIJE staff and as someone knowledgeable about training opportunities and personnel. Without formally changing the agenda, it

was agreed that there should be an opportunity for him to talk about personnel issues during the consultation.

III. Materials to be sent in advance

It was agreed that the detailed agenda and a limited number of background materials would be sent prior to the meeting. Materials to be sent in advance include the following:

- A. "Lead Communities at Work" by Annette Hochstein
- B. Adam Gamoran's paper "The Challenge of Systemic Reform..."
- C. Aryeh Davidson's "The Preparation of Jewish Educators in North America"
- D. Barry Holtz's paper "Pilot Projects"
- E. Adam Gamoran's "Monitoring, Evaluation and Feedback...for 1992-93"
- F. A paper by Seymour Fox and Danny Marom on the goals project

Assignment

VFL will prepare a cover letter to accompany these materials.

These and all other background materials will be available in workbooks at the meeting.

IV. Consultations with Communities

It was noted that during his time in Israel, Marshall Levin had an opportunity to talk in some detail with SF and AH about Lead Community activities in Baltimore. It was suggested that one-on-one consultations be arranged for Atlanta and Milwaukee with SF, AH, SE and BH. It was agreed to propose such meetings for Milwaukee at a 7:30 breakfast on Wednesday morning and for Atlanta at lunch.

V. Monday Evening Meeting

The meeting scheduled for Monday, May 10 at 6:00 PM at the Federation will be an opportunity for field researchers and staff to discuss a process for ongoing reporting to CIJE. In addition to the field researchers' report, the meeting will include discussions on how to manage the feedback loop and how each field researcher should interact with her assigned community.





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SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Steve Gelfand for a report on the meeting with the CRB Foundation on the Israel experience.		SE	4/29/93	5/5/93	
2.	Send a brief report on the feedback session in Milwaukee to the staff group.		SE	4/29/93	5/5/93	
3.	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	5/15/93	
4.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	5/31/93	
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		
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	TBD	
7.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	TBD	



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SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/6/93

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		
2.	Talk with BH about his May 11 presentation on Best Practices.		SF	5/5/93	5/10/93	
3.	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	5/15/93	
4.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/20/93	



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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	5/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Get report from Alan Hoffman on his meeting with CRB staff.		AH	4/29/93	5/5/93	
2.	Provide HLZ and SE with notes to help guide their remarks during the first morning's session of the May seminar.		AH	5/5/93	5/10/93	
3.	Finalize arrangements for the analysis of the Educators Survey data.		AH	4/14/93	5/13/93	
4.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
5.	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		
6.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
7.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
8.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/6/93

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	5/5/93	
2.	Talk with MLM about the CJF commission and recommend that he talk with Bennett Yanowitz and Jon Woocher regarding JESNA's role with CIJE.		SHH	4/29/93	5/15/93	
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.	With SE, develop a plan for involving denominations in each community in CIJE.		SHH	3/31/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	With SE, work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





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SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 5/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	







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SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

5/6/93

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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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a cover letter for materials sent out in advance of May seminar.		VFL	5/5/93	5/7/93	
2.	Arrange for SF to talk with AJN about the proposal to the Spencer Foundation during the May seminar.		VFL	4/29/93	5/10/93	
3.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
4.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		VFL	4/29/93	6/15/93	
5.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
6.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
7.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
8.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
9.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/6/93

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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		
2.	Discuss with Marty Kraar and Corky Goodman the CJF Commission's duplication of the work of the Mandel Commission and CIJE.		MLM	5/5/93	5/31/93	
3.	Activate the board committees.		MLM	4/7/93	5/31/93	
4.	Establish a finance committee.		MLM	4/7/93	5/31/93	
5.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	NAPARSTEK ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	5/6/93

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"> <li>a. Mandell Berman</li> <li>b. Maurice Corson</li> <li>c. David Hirschhorn (with SF)</li> <li>d. Ludwig Jesselson (with MLM)</li> <li>e. Henry Koschitzky</li> </ul>		AJN	2/25/93		





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ORIGINATOR/PROJECT LEADER

VFL

DATE 5/6/93

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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		





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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		
2.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	5/13/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	



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Council for Initiatives  
in  
Jewish Education

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Barry Holtz

From: Ginny Levi

Organization:

Phone Number:

Phone Number:

Fax Number:

Fax Number: (216) 391-5430

Comments:

Barry,

Here's what you'll need for our Fri.  
telecon. I'll call you at Milton unless  
I hear otherwise.

Slymow

Ginny

Blymow

If there are any problems receiving  
this transmission, please call:  
216-391-1852



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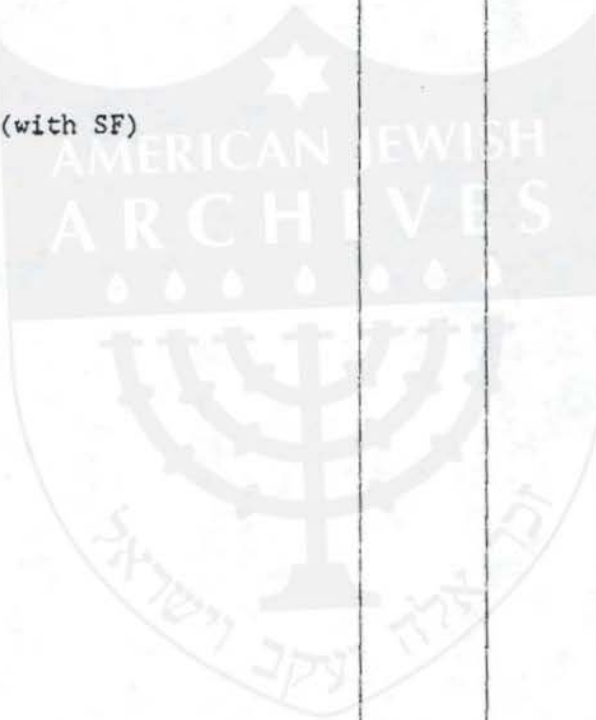
FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

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. 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</p>		SE	2/25/93		







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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

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 c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
2.	Interview Gail Dorph for position working with Lead Communities.		SF	5/19/93	5/20/93	
3.	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	5/28/93	
	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/28/93	
5.	With AH, write a job description for Barry Holtz.		SF	5/19/93	6/01/93	
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	





- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

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. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
2.	With SF, write a job description for Barry Holtz.		AH	5/19/93	6/1/93	
3.	With VFL, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		AH	5/19/93	6/10/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
5.	With VFL, develop a functional schedule for keeping Board and Executive members informed.		AH	5/19/93	6/15/93	
6.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
7.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	

- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

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		
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	5/28/93	
3.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
	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	TBD	





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 2.5  
FOR GUIDELINES ON THE COMPLETION  
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- ☐ ASSIGNMENTS  
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☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	



- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	



- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make additional assignment sheet to list proposal submitted to CIJE.		VFL	5/19/93	5/21/93	
2.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
3.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
4.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
5.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
6.	With AH, develop a functional schedule for keeping Board and Executive members informed.		VFL	5/19/93	6/15/93	
7.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph if SF is satisfied with interview.		VFL	5/19/93	6/17/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/01/93	





- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
10.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

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 c. Lester Pollack d. Richard Scheuer		MLM	2/25/93		
2.	Establish a finance committee.		MLM	4/7/93	6/30/93	
3.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	

- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

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. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93		
2.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
5.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	

AGENDA  
CIJE STAFF TELECON  
May 28, 1993  
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda

Regrets: HLZ

	<u>Assignment</u>
I. No review of minutes [They relate to plans for seminar.]	VFL
II. Review assignments of May 19, 1993	VFL
III. Follow up to seminar (Revised calendar attached)	AH
IV. Ongoing contacts with communities	AH
V. Camper contacts: Time to plan for Aug. 26 Board meeting	VFL
VI. Timetable for Best Practices studies	BH
VII. Status of senior policy advisors group	SE - Will circulate memo in adv.
VIII. Distribution of CIJE materials: Should we publicize availability?	BH
IX. Schedule next telecon	VFL



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: May 28, 1993

DATE MINUTES ISSUED: June 2, 1993

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y),  
Shmuel Wygoda

COPY TO: Morton L. Mandel, Henry L. Zucker

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I. The assignments of May 19 were reviewed.

- Assignment
- A. SF and AH have talked with MLM about the CIJE/CRB relationship and suggest that this be discussed by this group at the next telecon.
  - B. SF reported briefly on meetings with the Conservative and Orthodox movements on preparations to work with the Lead Communities on goals and in-service education. He plans to discuss this with Sara Lee in the near future and suggested that this be discussed at the next telecon.

II. Follow-Up to Seminar and Ongoing Contacts with Communities

A. Milwaukee

SF reported on meetings he and Daniel Pekarsky had in Milwaukee on May 21. He felt that these meetings were valuable in the ongoing effort to establish a working relationship with the community. Daniel Pekarsky will now work with Milwaukee on moving the CIJE agenda forward.

SE is scheduled to be in Milwaukee on June 16 for a series of meetings. She will propose to Danny that he accompany her.

B. Atlanta

- 1. BH has had several conversations with Harry Stein, a faculty member at Emory University, about working in the area of personnel development. David Sarnat has approached another faculty member, David Blumenthal, and asked him to work with the project. It was agreed that SF will call Dr. Blumenthal, to encourage him to get involved with the project. [Later: SF spoke with Dr. Blumenthal, who was very cooperative. They agreed to meet when SF returns to the States.]



2. Atlanta is working with the local JCC to place a Jewish educator in that agency, a move which is threatening to the rabbis. David Sarnat has asked CIJE for help in finding examples of communities which have successfully involved their JCCs in Jewish education while maintaining good relations with the local congregations. BH offered to work on this as part of the Best Practice study being undertaken with JCCA.

We were reminded to keep the core concerns of personnel development and community mobilization in mind as we decide which projects to undertake with a Lead Community. It was suggested that the situation in Atlanta cuts across both enabling areas, in particular because it has the potential to divide the community and interfere with the establishment of a wall-to-wall coalition. It was concluded that SHH will talk with David Sarnat about the politics of the JCC search to fill this position and will offer to be helpful in any way he can.

Assignment

3. Concern was expressed regarding the need for Atlanta to hire someone to manage the Lead Communities Project. It was noted that Atlanta has made a good faith effort to do so, but has not been successful. It was suggested that we place on our agenda the issue of helping Atlanta to identify a candidate, noting that this will be important as the agenda of Atlanta's commission is shaped. Until someone is found, it was noted that it will be important to work very closely with Lauren Azoulai in order to help focus her time on this project. It was agreed that SE and BH will follow up with Atlanta and report at the next telecon on next steps.

Assignment

#### C. Baltimore

It was noted that Baltimore plans to launch its commission in September, but that they do not appear sufficiently focused on this effort. It was suggested that the problem is the lack of full time staff devoted to CIJE in Baltimore. In the absence of this staffing, it is not clear that anything significant will happen in September.

It was suggested that the way to move Baltimore forward is to have frequent, regular contact. This might involve BH traveling to Baltimore regularly interspersed with regular telecons with Israel.

Assignment

Assignment

It was agreed that SHH will discuss with Darrell Friedman the importance of assigning someone full time to this project. Prior to that discussion, AH will let Marshall Levin know that this is planned and will notify SHH when she has done so. As a follow up to the Hoffman/Friedman conversation, it is proposed that the two of them meet with SF and AH in Jerusalem when they are there in late June.

- D. The matter of when and where to hold the next joint meeting with the Lead Communities and the focus of that meeting was raised. It was

suggested that whenever such a meeting is scheduled, a meeting of the total CIJE staff should be scheduled to precede it. This will be discussed further at the next telecon.

III. August 26 Board Meeting

An agenda for the meeting is currently being drafted. SE will now draft a talk piece for use in contacting campers and preparing them for the meeting.

IV. Best Practices Time Table

Assignment Reference was made to a memo from Barry Holtz dated May 25 in which he summarized the status of work in each of the Best Practice areas and raised some concerns about how to proceed. The next step is for SF and BH to discuss this directly, after which it will be placed on the agenda of a future telecon.

V. Distribution of Materials

- Assignment
- A. It was reported that the communities are asking for information on the Educated Jew project. It is expected that there will be materials for distribution in about two weeks.
  - B. It was noted that the availability of materials such as the report on Best Practices in Supplementary Schools is not widely known. We have the potential to impact Jewish education by more effective distribution of materials prepared for CIJE. BH will prepare a memo summarizing his proposal on the subject and it will be discussed at a future meeting.

VI. Future Meetings

There will be no staff telecon during the week of May 31. The next meeting will be scheduled at 10:00 a.m. on Tuesday, June 8.





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/7/93	
2.	With BH, follow up with Lauren Azoulai on staffing.		SE	5/28/93	6/8/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done 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	7/15/93	



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SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, discuss next steps on the Best Practice project.		SF	5/28/93	6/15/93	
2.	Talk with Sara Lee about the seminar and the role of denominations in the Lead Communities.		SF	5/28/93	6/15/93	
3.	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	6/15/93	
4.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Let Marshall Levin know that SHH plans to discuss staffing of CIJE project with Darrell Friedman.		AH	5/28/93	6/8/93	
2.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
3.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		AH	5/19/93	6/15/93	
4.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
5.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
6.	With VFL, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		AH	5/19/93	6/25/93	
7.	With SF and BH, draft a job description for Barry Holtz.		AH	5/19/93	6/25/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	
9.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	7/15/93	



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 FUNCTION **CIJE STEERING COMMITTEE**

 SUBJECT/OBJECTIVE **HOFFMAN ASSIGNMENTS**

 ORIGINATOR/PROJECT LEADER **VFL** DATE **6/1/93**

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with David Sarnat about the politics of the JCC search for Director of Jewish education.		SHH	5/28/93	6/8/93	
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	6/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	7/15/93	
4.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
5.	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	TBD	
6.	After AH talks to Marshall Levin, discuss with Darrell Friedman the importance of assigning someone full time to staff Baltimore project.		SHH	6/1/93	TBD	



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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, follow up with Lauren Azoulai on staffing.		BH	5/28/93	6/8/93	
2.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	6/10/93	
3.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93	6/15/93	
4.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93	6/25/93	
5.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
7.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	With AH, develop a functional schedule for keeping Board and Executive Committee members informed.		VFL	5/19/93	6/15/93	
4.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph.		VFL	5/19/93	6/22/93	
5.	With AH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/25/93	
6.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
7.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/1/93	
8.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
9.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	6/30/93	
2.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/15/93	
2.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
3.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
5.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	





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

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ORIGINATOR/PROJECT LEADER      VFL      DATE    6/1/93

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Council for Initiatives  
in  
Jewish Education

Date sent:

6/4

Time sent:

No. of Pages (incl. cover):

11

To: Barry Holtz

From: Ginny Levi

Organization:

Phone Number:

Phone Number:

Fax Number:

Fax Number: (216) 391-5430

Comments:

AMERICAN JEWISH  
ARCADES  
Assignments go with Telecon  
minutes faxed yesterday.

If there are any problems receiving  
this transmission, please call:  
216-391-1852



## MEMORANDUM

TO: CIJE Telecon Participants  
Henry Zucker, Steve Hoffman and Ginny Levi (Cleveland)  
Seymour Fox, Annette Hochstein and Shmuel Wygoda  
(Israel)  
Barry Holtz (New York)

FROM: Shulamith Elster

RE: CIJE Senior Advisors

DATE: June 4, 1993

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1. This brief memo is intended to provide the basis for a conversation on our telecon regarding the CIJE Senior Advisors, formerly the Senior Policy Advisors.
2. From time to time, over the past two and a half years, this group has received either "no attention" or "little attention." Its reason for existence - as a CIJE entity - has been uncertain though it has not been recommended - to the best of my knowledge - that we formally put the Senior Advisors "out of business."
3. Membership: To review.... the group consists of the professional heads of denominational and other organizations involved in formal and informal education (e.g., United Synagogue, UAHC, HUC, Reconstructionist, Torah Umesorah, CAJE, Hillel, BBO, JCCA, JESNA), veteran professionals in the field including some who were Commissioners (e.g., Dubin, Ettenberg, Pakarsky, Reisman, Schiff, Elkin, Bieler), Federation execs (e.g., Shrage, Friedman) et. al.
4. Activities: To the best of my knowledge the advisors have met no more than twice each year. There has only been one meeting so far this year: actually two if you count the fact that they were invited to the Annual Meeting. Members served on the panels that reviewed the proposals for the Lead Communities Project and have participated in some of the activities regarding the involvement of the movements and denominations in the Lead Communities and we anticipated their involvement in aspects of the Best Practices Project.
5. At the last meeting of Senior Advisors held in New York, the agenda included a progress report on the Lead Communities Project, a presentation by Ellen and Roberta on Monitoring, Evaluation and Feedback and a presentation by Barry and Carol Ingall on the Best Practices in Supplementary Schools. Staff members and consultants who participated in the presentations and discussions that followed found the comments and suggestions valuable. They have informed our thinking about all three of the projects. The opportunity to make these



presentations to colleagues and to benefit from their reactions and advice is one significant reason to keep the group active and engaged.

6. The Advisors serve as our "ambassadors" to the larger community of colleagues who are relatively uninformed (actually, very uninformed) of the work of the CIJE. The Commission, A Time To Act and the initial year of the CIJE created an unparalleled level of interest and we have not done an effective job of public relations - to any of our publics - although this continues to be an agenda item for staff! The Advisors have helped and can help in this effort if we keep them informed and use what they have to offer --- counsel, connections, experience. In short, an active group of this type provides us with linkages to groups that I think continue to be important to our work.
7. In planning for the next year, it would be my recommendation to have the Advisors meet at least twice during the year as a group - perhaps once in conjunction with the Annual Meeting.
8. I think it important for Advisors to receive the regular progress reports to Board members.
9. Advisors might be asked to participate as members of the Advisory Committees for each of the projects though it should be clear that this is different from membership on a Board committee. Consideration might be given to committees that include both Board members and Advisors.
10. CIJE should continue to use Advisors on an ad hoc basis for specific assignments and perhaps these assignments might be expanded to include some Pilot Project activities in each of the Lead Communities.
11. Several members of the Senior Advisors group (e.g., Elkin, Bieler) might be asked for their comments and for suggestions for the future. I think this would be especially informative!

I look forward to our discussion at a future telecon.

DRAFT 6/4/93

AGENDA  
CIJE STAFF TELECON  
June 8, 1993  
10:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Regrets: Barry Holtz

	<u>Assignment</u>
I. Review minutes of May 28	VFL
II. Review assignments of May 28	VFL
III. Status reports on communities	
A. Atlanta	
1. Emory University discussions	SF
2. Conversation with D. Sarnat re JCC search	SHH
3. Staff to devote to Project	SE
4. Other	
B. Baltimore	
1. Lay readiness to move ahead	SE
2. Issue of staffing; calls to Levin & Friedman	AH/SHH
3. Other	
C. Milwaukee	
1. Educators survey/Principals survey	SE/VFL
2. Other	
D. Next joint meeting	AH
IV. CIJE/CRB Relationship	AH
V. Developments with Denominations	SF
VI. Should Barry go to CAJE?	SE
VII. Schedule next telecon	VFL
Return to Wed. and 9:00 AM?	



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 8, 1993

DATE MINUTES ISSUED: June 9, 1993

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Virginia Levi, (Sec'y), Shmuel Wygoda

COPY TO: Morton L. Mandel, Barry Holtz

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I. The minutes and assignments of May 28 were reviewed.

II. Status Reports on Communities

A. Atlanta

Assignment

1. SF reported an excellent conversation with Professor David Blumenthal of Emory University. They agreed to talk further over the summer about involving Emory in the training of personnel. SHH will report this progress to David Sarnat.
2. It was reported that Atlanta has now hired a planner who, although relatively junior in status, will take some of the burden off Lauren Azoulai. This will leave Lauren free to devote more of her time to the Lead Community project. The next commission meeting in Atlanta will take place in August.

B. Baltimore

Assignment

1. AH reported on a conversation with Marshall Levin in which she reminded him of our concerns regarding staffing of the project. It was noted that Baltimore feels it is moving forward on schedule with the identification of lay leadership and establishment of a committee structure for the Lead Community project. It is our sense that Baltimore is moving forward with its strategic plan and progressing on the CIJE project as it complements that plan.  
  
SHH will now talk with Darrell Friedman about our concern that the Lead Community project is secondary to the strategic planning process and that the project really needs a staff member devoted full time to moving it forward. In that conversation, SHH will propose a meeting on June 25 of himself and Darrell Friedman with SF and AH in Jerusalem.
2. It was reported that Baltimore has appointed Eileen Voglestein to chair their commission on Jewish continuity. She has expressed a strong interest in moving the project forward.



### C. Milwaukee

#### Assignment

1. Daniel Pekarsky has prepared a memorandum summarizing the meetings that he and SF had in Milwaukee. VFL will get the memo and circulate it to this group.

#### Assignment

It was noted that while the lay leaders and Ruth Cohen are aware of Pekarsky's role with Milwaukee, it seems to be unclear to others. DP will be attending the June 16 commission meeting in Milwaukee, at which point this should be clarified. It was suggested that SE encourage Pekarsky and Roberta Goodman to work closely together.

2. SHH reported a conversation in which Howard Neistein asked which foundations are supporting CIJE projects as a means of helping to shape Milwaukee's planning. SHH suggested that Milwaukee proceed with its planning and that CIJE, probably through Pekarsky, will be in touch when there is relevant funding information to report.
3. SE has been working with Roberta Goodman and Ruth Cohen to draft a principal's survey. It has been sent to Ellen Goldring for her review. Ellen will have the next draft with her when she meets with SF and AH in Israel next week.
4. An agreement has been drafted for the analysis of the educators survey. As soon as it is signed by Milwaukee and returned, the analysis of the data will begin.
5. Milwaukee has a commission meeting scheduled for June 16 at which Jonathan Woocher will be speaking. It was agreed that AH will talk with Jon prior to that meeting to be sure that he is up to date on CIJE thinking.

#### Assignment

### III. Next Joint Meeting

#### Assignment

It was suggested that VFL check with the communities on the possibility of holding a joint meeting immediately before or after the August 26 board meeting. VFL will discuss this further with SW and will then make the necessary phone calls.

It was suggested that a meeting of CIJE staff be held in Jerusalem in July or early August. This is to be discussed further at the next telecon.

### IV. CIJE/CRB Relationship

It was noted that more work has to be done before we can move ahead with CRB on Israel experience for the Lead Communities. During meetings which MLM had with a number of the purveyors of Israel



experience programs in Israel, some new ideas were raised about how to proceed. This is to be discussed further at a future telecon.

V. Developments with Denominations

SF reported on his meetings with the Conservative and Orthodox movements and phone conversation with Sara Lee of the Reform movement. He felt that all three understood and agreed with the suggestion that there are two areas in which the denominations can be helpful in the Lead Communities. The first is in training (both pre-service and in-service) to prepare people to work on the areas of programmatic interest of each community. The second is to work with the communities in establishing goals for Jewish education, based on the work of denominations, the Mandel Institute, and others. It was noted that this work on goals will be important to David Hirschhorn's funding of evaluation.

VI. CAJE

It was noted that CIJE has been represented at the annual CAJE conference since 1989 and that it would be important for Barry Holtz to participate this year. The meeting will be in San Antonio in August. It was agreed that Barry will complete the form for meeting attendance before proceeding further with any plans.

It was suggested that CIJE hold a reception for educators from the Lead Communities at the conference. This will be considered further.

VII. Miscellaneous

- A. A question was raised about whether the Best Practices project on day schools will involve Torah Umesorah. There were plans to consult with Rabbi Fishman and his staff on this project. We will confirm with BH that this is still in the works. It was noted that Torah Umesorah is an important presence, especially in Baltimore, and that they should be included.
- B. The status of the Torah Umesorah proposal was raised. It was reported that consideration is being given to MAF support. No final decisions have been made on this proposal.
- C. It was reported that the Jim Joseph Foundation has responded to the proposal for work with day school principals, noting that they would like partners to help with the funding. It was suggested that, depending on the amount of match being sought, the Lead Communities might be asked to pay some tuition. HLZ will follow up with AJN for guidance on what the foundation is seeking.

Communities might be asked to pay some tuition. HLZ will follow up with AJN for guidance on what the foundation is seeking.

It was noted that one logical partner would be the Jesselson Foundation. It was suggested that SHH and HLZ discuss with MLM whether we wish to approach the Jesselson family at this time.

It was suggested that we move forward with a meeting of MLM with Gershon Kekst to invite him to serve on the CIJE board prior to the August 26 meeting. It was also suggested that the recommendation to replace Gerald Cohen on the board be responded to relatively soon.

VIII. The next telecon is scheduled for Wednesday, June 16 at 9:00 a.m.







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☐ ACTIVE PROJECTS  
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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/15/93	
2.	Encourage D. Pekarsky and R. Goodman to work closely together.		SE	6/8/93	6/16/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer - done g. S. Martin Lipset (with SF) - done h. Matthew Maryles		SE	2/25/93	7/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, discuss next steps on the Best Practice project.		SF	5/28/93	6/15/93	
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	6/20/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Update J. Woocher on CIJE developments.		AH	6/8/93	6/14/93	
2.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		AH	5/19/93	6/15/93	
3.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
4.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
5.	With VFL, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		AH	5/19/93	6/25/93	
6.	With SF and BH, draft a job description for Barry Holtz.		AH	5/19/93	6/25/93	
7.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	7/15/93	
9.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	7/15/93	





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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with David Sarnat about the politics of the JCC search for Director of Jewish education and about SF's conversation with D. Blumenthal.		SHH	5/28/93	6/15/93	
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	6/15/93	
3.	Talk with Darrell Friedman about the importance of assigning someone full time to staff Baltimore project and related concerns about Baltimore's commitment. Propose 6/25 meeting with SF & AH in Jerusalem.		SHH	6/1/93	6/15/93	
4.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	7/15/93	
6.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
7.	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	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	6/10/93	
2.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93	6/15/93	
3.	Complete meeting attendance form for CAJE conference.		BH	6/8/93	6/15/93	
4.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93	6/25/93	
5.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
7.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
2.	Get memo on Milwaukee trip from D. Pekarsky and distribute.		VFL	6/8/93	6/10/93	
3.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
4.	With AH, develop a functional schedule for keeping Board and Executive Committee members informed.		VFL	5/19/93	6/15/93	
5.	Check with Lead Communities on date for next joint meeting.		VFL	6/8/93	6/16/93	
6.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph.		VFL	5/19/93	6/22/93	
7.	With AH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/25/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/1/93	
10.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	6/30/93	
2.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/15/93	
2.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
3.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
4.	Clarify with AJN what Jim Joseph Fdn. means by "partners" for their grant.		HLZ	6/8/93	6/15/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	



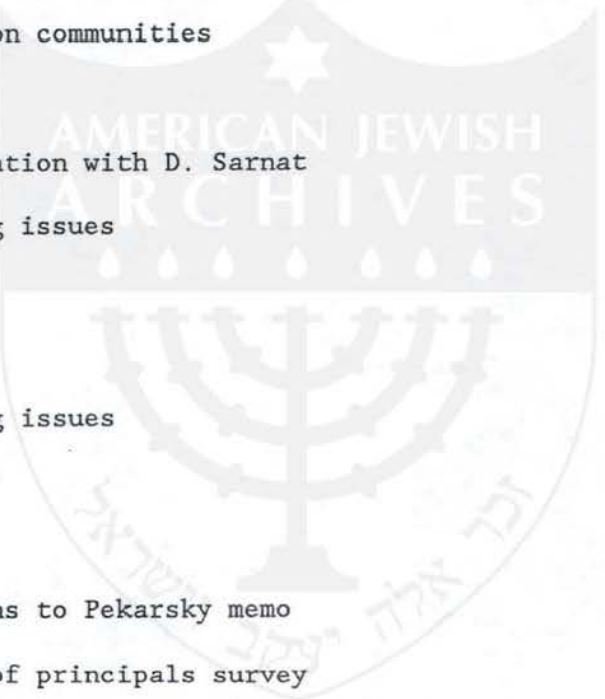
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DRAFT 6/14/93

AGENDA  
CIJE STAFF TELECON  
June 16, 1993  
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Assignment

- 
- |      |                                      |        |
|------|--------------------------------------|--------|
| I.   | Review minutes of June 8             | VFL    |
| II.  | Review assignments of June 8         | VFL    |
| III. | Status reports on communities        |        |
| A.   | Atlanta                              |        |
|      | 1. Conversation with D. Sarnat       | SHH    |
|      | 2. Staffing issues                   |        |
|      | 3. Other                             |        |
| B.   | Baltimore                            |        |
|      | 1. Staffing issues                   |        |
|      | 2. Other                             |        |
| C.   | Milwaukee                            |        |
|      | 1. Reactions to Pekarsky memo        |        |
|      | 2. Status of principals survey       | AH     |
|      | 3. Other                             |        |
| D.   | Next joint meeting                   | AH/VFL |
|      | 1. When                              |        |
|      | 2. Where                             |        |
|      | 3. Agenda                            |        |
|      | 4. Scheduling of future meetings now |        |

IV. Aug. 26 Board Meeting

A. Proposed agenda

B. Contacts with campers

C. Lainer camper report

D. Materials to be mailed in advance; timing

V. Summer Staff Seminar

AH

VI. Discuss SE memo on Senior Advisors

SE

VII. Schedule next telecon

VFL

~~June 23 or 24 at 9 am?~~

June 30 at 9am?

CJF Quarterly



DRAFT

CIJE BOARD MEETING

AGENDA

Executive Committee

- I. Introductory Remarks
- II. Progress Report
- III. Proposed Workplan
- IV. Development Report by AJN (possibly)

CIJE Board Meetings

- I. Progress Report
- II. Centerpiece -- Report on Work in the Lead Communities  
(Chuck Ratner)
- III. Monitoring, Evaluation & Feedback Report
  - A. Update on Overall Project (Adam Gamoran)
  - B. "Teaser" -- Report on Educators' Survey  
(Ellen Goldring)
- IV. Update on Best Practices & Pilot Projects.

A. Mort will pick up the topics of staffing and of the role of CIJE in funding in his opening remarks.

B. Mort will pick up the topic of staffing in his opening remarks.

C. The suggested roles of committee chairs are O.K. at the meeting.

ie. EL Ritz to introduce Gamoran + Goldring, J Colman to introduce B. Holte.



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 16, 1993

DATE MINUTES ISSUED: June 17, 1993

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

COPY TO: Morton L. Mandel, Annette Hochstein

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I. The minutes and assignments of June 8 were reviewed.

Assignment

It was reported that the Jim Joseph Foundation has requested a needs assessment regarding the leadership picture of the Lead Communities. SE is working on this and expects to complete it by June 25. In the meantime, Art Naparstek is working to clarify what the foundation means by the request for partners in the funding.

Assignment

It was agreed that SE will brief Rabbi David Teutsch, new president of RRC, following his receipt of an invitation to join the CIJE board.

Camper calls are to be undertaken as soon as possible after receipt of the outline which SE is preparing and the draft agenda which is still being developed.

HLZ questioned the players and purpose of the proposed meeting of MLM with a "small group" at the Quarterly. He will discuss this with MLM, proposing that this might be the best time to arrange a meeting of the presidents and execs of our partners.

II. Status Reports on Communities

A. Atlanta

1. SHH spoke with David Sarnat and believes that the political issues surrounding the hiring of a rabbi for the JCC are being resolved.
2. SF will be talking with David Blumenthal this summer and hopes to meet with the Emory University staff when he is in the States in August.
3. Claire Rottenberg is leaving her position as field researcher to return to teaching. Adam and Ellen are at work in search of her replacement.



Assignment

4. With respect to the staffing issue, Atlanta believes that the problem has been solved for the short term by assigning Lauren Azoulai to the project. They will reopen the search for a full-time director of the project sometime during the next year. BH will follow up with Alan Hoffman regarding the availability of senior educators for such a position and will follow through with Atlanta.
5. SHH was encouraged to stay in touch with David Sarnat to help push the process forward in Atlanta. He will advise Sarnat to encourage Lauren Azoulai to prepare a list of questions and her sense of next steps in Atlanta for discussion at a meeting scheduled to take place in Israel in early July.

B. Baltimore

While no specifics regarding Baltimore were discussed, it was noted that CIJE needs a game plan for how to proceed with both Baltimore and Atlanta. This should be a focus of the July staff seminar.

Note: While not discussed on the telecon, VFL has learned that Chaim Botwinick is to be CIJE's primary contact and Marshall Levin will have relatively little to do with CIJE, although he will be deeply involved in the internal Lead Communities project. Nancy Kutler will be working with Chaim, but the travel budget will permit only Chaim to attend joint meetings.

C. Milwaukee

1. It was suggested that Daniel Pekarsky's memorandum regarding the meeting which he and SF had in Milwaukee in May placed too great an emphasis on the "conflict" between the enabling options and programmatic interests. We should be careful that CIJE does not interfere with major programmatic directions of a community. On the other hand, it appears that we were not sufficiently clear early in the process and Milwaukee searched for a programmatic focus for the Lead Communities project in response to the Planning Guide.

It appears that we and Milwaukee are more clear on this now than may have been evident in the memo. At the same time, it was noted that Ruth Cohen is not a planner and that CIJE should work closely with her in this area.

2. It was suggested that what is probably missing in all three Lead Communities is a strategic vision for how to improve Jewish education. Jon Woocher was scheduled to work with Milwaukee on "visioning" later on June 16. This will help with the mind set, but CIJE needs to have a clear sense of direction so that it can be effectively communicated in each of the communities. It was noted that it is critical for the staff who will be interacting



with the three communities to be in synch on a strategic vision or overall plan and the steps necessary to move forward.

3. The principal survey has been drafted and is currently being reviewed in Israel. It should be ready for final revision within a week.

D. Next joint seminar

VFL is in the process of checking dates with the three communities for a meeting in August. The proposed dates are Monday and Tuesday, August 23 and 24 with a probable staff meeting the preceding day. [An alternative being floated by the communities would be August 30 and 31 with a staff preparation day on the 29th.]

III. August 26 Board Meeting

- A. It was suggested that we propose to invite the execs and lay leaders from each of the three Lead Communities to the board meeting.
- B. If the communities are all represented at the meeting, we may wish to include on the agenda an opportunity for them to comment on Chuck Ratner's report on the Lead Communities.
- C. With respect to Mark Lainer's comments to SE, it was suggested that we need a way to get board members to feel more involved. It might be useful to include in the August 26 agenda one or more issues which require board decisions.

IV. Summer Staff Seminar

The current plan is for a seminar in Jerusalem the week of July 18. At that time, the following items would be among those on the agenda:

- A. establishment of a Best Practices time table and plans for pilot projects
- B. development of a clear game plan for each of the three communities
- C. discussion of an organizing vision

- V. The next telecon is scheduled for Wednesday, June 30 at 9:00 a.m. SHH will be with SF, AH and SW in Israel.





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Conduct a needs assessment on leadership in the Lead Communities.		SE	6/16/93	6/25/93	
2.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/30/93	
3.	Brief David Teutsch, new CIJE board member.		SE	6/16/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer - done g. S. Martin Lipset (with SF) - done h. Matthew Maryles		SE	2/25/93	7/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with BH next steps on the Best Practice project.		SF	5/28/93	6/23/93	
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	6/23/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	6/25/93	
2.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		ARH	5/19/93	6/30/93	
3.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	6/30/93	
4.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	6/30/93	
5.	With VFL, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		ARH	5/19/93	6/30/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/1/93	
7.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
9.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	2/25/93	7/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With ARH, prepare time line and action plan for CIJE.		AH	6/17/93	8/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Darrell Friedman about the importance of assigning someone full time to staff Baltimore project and related concerns about Baltimore's commitment. Propose 6/25 meeting with SF & AH in Jerusalem.		SHH	6/1/93	6/23/93	
2.	Call D. Sarnat for details on Jay Davis.		SHH	6/17/93	6/23/93	
3.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:		SHH	2/25/93	7/15/93	
5.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	5/19/93	7/15/93	
6.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
7.	Advise A. Hoffman about the CJF continuity commission and suggest an approach.		SHH	6/17/93	8/25/93	
8.	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	TBD	





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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93	6/23/93	
2.	Complete meeting attendance form for CAJE conference.		BH	6/8/93	6/23/93	
3.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93	6/25/93	
4.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	6/30/93	
5.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/93	
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
7.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
8.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a letter to board members asking August 26 attendance plans.		VFL	6/17/93	6/25/93	
2.	With HLZ, draft a letter inviting M. Lender to serve on Board.		VFL	6/17/93	6/25/93	
3.	Draft a letter to Rabbi Fishman on the status of his proposal.		VFL	6/17/93	6/25/93	
4.	With ARH, develop a functional schedule for keeping Board and Executive Committee members informed.		VFL	5/19/93	6/30/93	
5.	With ARH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/30/93	
6.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/1/93	
7.	Prepare a matrix of current and potential funders and staff assignment.		VFL	6/17/93	7/9/93	
8.	Prepare a matrix of pending grant requests.		VFL	6/17/93	7/9/93	
9.	With ARH, draft a written progress report to be sent to the board in early August.		VFL	6/17/93	8/1/93	
10.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/1/93	
11.	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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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	







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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	7/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/21/93	
2.	With VFL, draft a letter inviting M. Lender to serve on board.		HLZ	6/17/93	6/25/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/30/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/30/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
8.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	

DRAFT 6/28/93

AGENDA  
CIJE STAFF TELECON  
June 30, 1993  
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Assignment

- I. Review minutes of June 16 VFL
- II. Review assignments of June 16 VFL
- III. Aug. 26 Board Meeting
  - A. Contacts with campers
    - 1. Outline for Camper Calls
    - 2. Reassign SE's campers to BH
  - B. Memo re Ratner presentation (Attached)
    - 1. Invitation/preparation of community lay leaders
    - 2. Invitation of community pros
  - C. Materials to be mailed in advance; timing
  - D. Status of changes in board make-up
    - 1. Gerald Cohen/Jay Davis
    - 2. Neil Greenbaum/Billie Gold
    - 3. Marvin Lender
    - 4. Whose campers?
- IV. Other Upcoming Meetings
  - A. Staff Seminar - 7/18 in Jerusalem?
  - B. Lead Community Seminar - 8/23-34 in Baltimore
    - 1. Agenda
    - 2. Scheduling of future meetings now
    - 3. Staff planning session on 8/22?

V. SE memo on Senior Advisors

SE

VI. Status reports on communities

A. Atlanta

B. Baltimore

C. Milwaukee

VII. Schedule next telecon

VFL

July 7, 9am

- C I J E Steen on 7/9. Maybe wait  
until 7/14.

July 14, 9am

S#H in Phila.





MINUTES: CIJE Staff Teleconference  
DATE OF MEETING: June 30, 1993  
DATE MINUTES ISSUED: August 1, 1993  
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y)  
Shmuel Wygoda, Henry L. Zucker  
COPY: Morton L. Mandel

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I. The minutes and assignments of June 16 were reviewed.

A. SE is completing the needs assessment requested by the Jim Joseph Foundation and will send a copy to Israel.

Assignment B. SF is scheduled to talk with David Blumenthal of Emory University in Switzerland in mid-July.

Assignment C. BH will take over SE's camper assignments, including David Teutsch in place of Arthur Green. It was suggested that Gail Dorph be asked to take Billie Gold.

D. SF has drafted a letter outlining the Blaustein grant and has sent it to David Hirschhorn for comment. It is anticipated that this will be resolved in time to announce the grant at the August board meeting.

E. The position description for Barry Holtz will be completed by the conclusion of the staff seminar in August.

F. HLZ was encouraged to follow up with MLM to suggest a phone call to Gershon Kekst as soon as possible. Mr. Kekst is scheduled to meet with SF in Israel in early July. It was felt that it would be helpful if MLM would speak with him prior to that meeting.

Assignment G. It was suggested that it is important for us to maintain a good relationship with the Jesselson family and to keep that family represented on the CIJE board. HLZ will follow up with MLM and encourage him to invite someone from the Jesselson family to the August meeting. It was suggested that this is a high priority item.

Assignment H. BH will discuss with SF the advisability of involving each of the movements in the day school Best Practices project.

- I. It was suggested that development of a schedule for keeping board members informed and communicating more broadly about the centrality of personnel and community mobilization are issues for the August staff meeting.

## II. August 26 Board Meeting

### A. Contacts with Campers

Assignment A draft outline for camper calls had been distributed and was discussed briefly. It was agreed that Israel will review the outline and related talking points and suggest revisions to VFL by 7/6/93.

Assuming Marvin Lender agrees to join the board, SHH will be his counselor.

### B. Lead Communities Presentation

Assignment It was suggested that VFL draft a letter from MLM to the lay chair of each Lead Community, inviting them to the August 26 meeting, asking them to be prepared to share brief remarks, and promising to be in touch regarding specifics closer to the time of the meeting.

### C. Materials to be mailed in advance

Assignment 1. BH will prepare a progress report on Best Practices.

Assignment 2. SW will ask Adam Gamoran to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.

Assignment 3. VFL and SW will draft a progress report which will emphasize advances which have been made since January with the Lead Communities and staffing changes. Reference will be made to the educators' survey.

4. It was noted that a paper on Best Practices in early childhood may be ready for distribution at the meeting, but is unlikely to be ready in time to mail in advance.

5. It was suggested that the educators' survey questionnaire be made available at the meeting.

## III. Other upcoming meetings

### A. Staff seminar

Assignment It was agreed that a meeting of the staff will be held in New York on August 19 and 20. HLZ will talk with MLM about the advisability of negotiating with JCCA for office space in New York. Depending on the



outcome of that discussion, we will work toward holding the meeting either at JCCA or at the American Friends of Hebrew University.

B. Lead Communities seminar

Assignment 1. A joint seminar of the Lead Communities is scheduled to take place in Baltimore on August 23 - 24. The Federation exec of each community will be invited to attend and, in the case of Atlanta and Baltimore, will be notified that the lay heads of the CIJE project of Milwaukee will be there and that they are invited to include their lay leaders, as well. In addition, invitations will be sent to Lauren Azoulai in Atlanta, Chaim Botwinick, Nancy Kutler, and Marshall Levin in Baltimore, and Ruth Cohen and Howard Neistein in Milwaukee. SHH will follow up with Neistein and encourage his attendance.

Assignment The starting time of the seminar may depend on when people can reach Baltimore. VFL will check travel options and make a recommendation.

Planning for the seminar will take place during the staff meetings during the preceding week.

2. The agenda of the meeting will be prepared by Israel, based on a simulation which will be conducted during July. The Israeli team will consult with the Lead Communities, but it was felt that it is unnecessary to include any Lead Community representatives in the simulation.

It was noted that the agenda should provide concrete links to the previous meeting, focusing on decisions made at that meeting and progress toward their implementation.

3. Scheduling future meetings

Assignment The next joint meeting of Lead Communities is scheduled to occur in conjunction with the GA in Montreal in November. VFL will call Joan Strauss at CJF to inquire about the schedule of meetings for planners. It is anticipated that the Lead Communities seminar might take place on the Tuesday and Wednesday of the GA.

IV. Status of Senior Advisors

SHH reported that in conversations held in Israel, it was clear that the senior advisors should play an important role for CIJE as we move ahead. It was agreed that we should make better use of this group and keep them better informed. This will be an important topic for the staff seminar in August.



V. Status reports on Lead Communities

A. Atlanta

Lauren Azoulai will meet with the Israeli team on July 8.

Assignment

It was reported that Claire Rottenberg's father recently passed away. HLZ will prepare a condolence letter from CIJE.

B. Baltimore

The Israeli team and SHH met with Darrell Friedman in Jerusalem. The conclusion was that Friedman will take a greater role in the project and is serious about seeing that it moves forward. Chaim Botwinick is to be in charge and the lay leader is now in place.

Assignment

A telecon is to be scheduled for the Israeli team with the Baltimore staff to discuss next steps in moving the project forward. SW will provide the details to VFL who will make the arrangements.

C. Milwaukee

There was a meeting of the Milwaukee commission on June 16, attended by SE and Daniel Pekarsky. Jonathan Woocher lead a session on "visioning." It was noted that the activity was interesting, but did not meet the expectations of either the community or our staff. Pekarsky will submit a more detailed written report.

VI. The next telecon is scheduled for Wednesday, July 14 at 9:00 a.m. SHH will be in Philadelphia and will try to arrange his schedule so that he can participate.



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in preparation for August 26 meeting and send brief report to VFL:  1. Billie Gold		GD	6/30/93	7/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	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	7/10/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	





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FUNCTION	CIJE STEERING COMMITTEE				
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS				
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/30/93		

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	7/9/93	
2.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
3.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
4.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	7/15/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	2/25/93	7/15/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/31/93	
7.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMANN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With ARH, prepare time line and action plan for CIJE.		AH	6/17/93	8/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage Howard Neistein to attend the Lead Communities seminar.		SHH	6/30/93	7/15/93	
2.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Goodman b. Marvin Lender c. Norman Lipoff d. Charles Ratner e. Bennett Yanowitz		SHH	2/25/93	7/15/93	
4.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	TBD	
5.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	TBD	
6.	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	TBD	





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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with SF the advisability of involving each of the movements in the day school Best Practices project.		BH	6/30/93	7/6/93	
2.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	7/15/93	
3.	Brief David Teutsch, new CIJE board member.		BH	6/16/93	7/15/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done b. Susan Crown c. Neil Greenbaum d. Thomas Hausdorff e. Mark Lainer - done f. Matthew Maryles g. David Teutsch		BH	6/30/93	7/15/93	
5.	Prepare a progress report on Best Practices.		BH	6/30/93	8/1/93	
6.	With SF and ARH, draft a job description for Barry Holtz.		BH	5/19/93	8/19/93	
7.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/93	
8.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
9.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
10.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft letters inviting Lead Community lay leaders to the August 26 board meeting.		VFL	6/30/93	7/2/93	
2.	Prepare invitation letters to Lead Communities joint seminar.		VFL	6/30/93	7/2/93	
3.	Check travel options and make a recommendation on starting time for Lead Community seminar.		VFL	6/30/93	7/2/93	
4.	Prepare a matrix of current and potential funders and staff assignments.		VFL	6/17/93	7/9/93	
5.	Prepare a matrix of pending grant requests.		VFL	6/17/93	7/9/93	
6.	Call Joan Strauss, CJF, re: schedule of GA meetings for the purpose of scheduling Lead Communities seminar.		VFL	6/30/93	7/14/93	
7.	After receiving details from SW, arrange a telecon for Israeli team to discuss with the Baltimore staff the next steps in moving the project forward.		VFL	6/30/93	7/15/93	
8.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/31/93	
9.	With SW, draft a written progress report to be sent to the board in early August.		VFL	6/17/93	8/1/93	
10.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/1/93	
11.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	7/15/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	





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SUBJECT/OBJECTIVE WYGODA ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review the camper calls outline and related talking points and suggest Israeli team's revisions to VFL.		SW	6/30/93	7/6/93	
2.	Provide VFL with details on telecon for the Israeli team with Baltimore staff.		SW	6/30/93	7/6/93	
3.	Ask AG to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.		SW	6/30/93	8/1/93	
4.	With VFL, draft a written progress report to be sent to the board in early August.		SW	6/30/93	8/1/93	



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SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Write condolence letter to Claire Rottenberg.		HLZ	6/30/93	7/2/93	
2.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting.		HLZ	6/30/93	7/6/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE.		HLZ	4/29/93	7/6/93	
4.	Talk with MLM about the advisability of negotiating with JCCA for office space in New York.		HLZ	6/30/93	7/6/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93	7/15/93	
7.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	7/31/93	
8.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
9.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	
10.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	TBD	