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**AMERICAN JEWISH ARCHIVES**

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

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

Subseries 1: Meetings, 1990–1998.

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13

Staff meetings. Minutes and assignments,  
October 1993-December 1993.

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

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VFL

AGENDA  
CIJE STAFF TELECON  
Oct. 6, 1993  
9:00 AM (EDT)

Participants: Gail Dorph, Alan Hoffmann, Barry Holtz, Ginny Levi

Assignment

- I. Minutes of 9/29 VFL
- II. Assignments of 9/29 VFL
- III. GA Plans ADH
  - A. Lead Communities Seminar 11/16-17
    - 1. Who from CIJE will attend?
    - 2. Who from the Communities do we want there?
    - 3. How do we get the right people to come?
    - 4. Logistics: Registration, room reservations, timing of meetings
  - B. The GA, itself 11/17-19: Schedule of CIJE-related events
    - 1. Ratner presentation: Do we have any responsibility re: preparation of remarks?
    - 2. MLM intro of PM: "
    - 3. Lead Communities breakfast
      - a. Fri. morning 7-8am
      - b. Who is invited?
      - c. Where? MLM's suite? Marty Kraar's? Art Rotman's?
      - d. Any formal program?
- IV. Other Arrangements for ADH's Nov. Visit
  - A. Cleveland *Lilly*
    - 1. Sun., 11/7 - Staff meeting - time?
    - 2. Mon., 11/8 - As previously set
    - 3. Tues., 11/9 - Meetings to be scheduled
      - a. Alan, Gail, Barry, Ginny, Chuck Ratner
      - b. Alan, Gail, Barry, Ginny, Steve Hoffman, Mark Gurvis, Daniel Blaine re Cleveland's use of CIJE materials
      - c. Alan, Richard Shatten

B. Milwaukee

1. Sunday, 11/14 staff meeting - Good for Adam, OK for Ellen after 10am. They want to know agenda to plan field researchers' participation. Would like them there part of the time. Daniel?
2. Mon., 11/15 Strategic planning meeting - Alan, Gail, Barry

C. Atlanta

D. Baltimore

V. Israel Agenda [Random order] To be meshed with ADH outline. ADH

- A. From 3 to 23
- B. Attainable lead community goals by April board meeting
- C. The community of educators and CIJE
- D. Establishment (rejuvenation) and use of professional advisory group
- E. Lead community rabbis and broader groups of rabbis
- F. Summer 1994 - for pros and lay people
- G. Denominations
- H. GA: Lead community seminar
- I. Pilot projects
- J. Content of Lilly/CIJE colloquium
- K. Planning with institutions of higher Jewish learning
- L. Reasonable outcomes for Lead Communities over 3, 6, 9 months
- M. Should BH write a "vision" of LCs ala The Future is History: what would/could the LCs look like if it worked?
- N. Ideas to deal with recruitment of educators
- O. Ideas to deal with upgrading/in service of educators
- P. Ideas to deal with compensation of educators
- Q. Ideas for helping with strategic planning: Can we use 12/13/88 criteria for prog. options in working with LC commissions?
- R. A LC project: how is "quality" judged in advance?



- S. Project: A "Wexner" type project for lay leaders: A Vision of Jewish education for the future -- goals project both in Israel and US
- T. What do we mean by systemic change: would "raising up" each institution individually, without hitting the whole system, be enough?
- U. How do you have systemic change when individual institutions are all independent? Differences between Jewish education and the Smith & O'Day view (no overarching control)
- V. What is the connection of the Best Practices project to the LCs?
- W. Do we need letters of agreement with the LCs? If so, what should they cover?

VI. Community Updates

GZD

VII. Review of upcoming travel plans

ADH

VIII. Other issues

Team

IX. Future telecons

VFL

Thurs., Oct. 14, 3:00 pm





AGENDA  
CIJE STAFF TELECON  
Oct. 6, 1993  
9:00 AM (EDT)

Participants: Gail Dorph, Alan Hoffmann, Barry Holtz, Ginny Levi

- |   | <u>Assignment</u> |
|---|-------------------|
| I. Minutes of 9/29  | VFL               |
| II. Assignments of 9/29   | VFL               |
| III. GA Plans   | ADH               |
| A. Lead Communities Seminar 11/16-17  |                   |
| 1. Who from CIJE will attend?   |                   |
| 2. Who from the Communities do we want there?   |                   |
| 3. How do we get the right people to come?  |                   |
| 4. Logistics: Registration, room reservations, timing of meetings   |                   |
| B. The GA, itself 11/17-19: Schedule of CIJE-related events   |                   |
| THURS - 10 AM 1. Ratner presentation: Do we have any responsibility re: preparation of remarks?             |                   |
| 2. MLM intro of PM: "   |                   |
| 3. Lead Communities breakfast   |                   |
| a. Fri. morning 7-8am   |                   |
| b. Who is invited?  |                   |
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| IV. Other Arrangements for ADH's Nov. Visit   |                   |
| A. Cleveland  |                   |
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| a. Alan, Gail, Barry, Ginny, Chuck Ratner   |                   |
| b. Alan, Gail, Barry, Ginny, Steve Hoffman, Mark Gurvis, Daniel Blaine re Cleveland's use of CIJE materials |                   |
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- P. Ideas to deal with compensation of educators
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- R. A LC project: how is "quality" judged in advance?



VIII. Israel Agenda

Assignment

Alan will work to mesh the general agenda which he has proposed with the list of specific topics that have been identified. This will be discussed at the next telecon.

Assignment

Gail will let Alan know when on October 15 and 16 she is available to meet with him.

IX. Assignments

It was suggested that each of the staff members review all of the assignment sheets and let Ginny know which assignments have been completed. We need to reassign those which are assigned to people no longer centrally involved, determine what to do with camper assignments, and figure out a way to move forward with these assignments.

X. Travel Plans

Gail has tentative plans to be in Baltimore on Tuesday, October 5.

IX. Future Telecons

Future telecons are scheduled as follows:

Wednesday, October 6 - 9:00 AM

Thursday, October 14 - 3:00 PM

Following the staff seminar in Israel, we will consider holding future telecons on Monday mornings.

Compsene



MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: October 6, 1993

DATE MINUTES ISSUED: October 8, 1993

PRESENT: Gail Dorph, Alan Hoffmann, Barry Holtz, Virginia Levi,  
(Sec'y)

COPY TO: Morton L. Mandel

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I. The minutes and assignments of September 29 were reviewed.

A. Communications

Gail has drafted a report on her visits to the Lead Communities which will become part of the first bi-weekly report. It was agreed that a cover note from Alan will be included, explaining the purpose of these reports and clarifying that they are to be kept confidential.

Barry met with Sandy Brawarsky to discuss background to CIJE and review the tasks we seek in a communications person. He believes that she would do this job effectively and that she is interested. It was agreed that Barry will ask her to prepare a preliminary proposal in which she would outline the parameters of the project. If we are interested, we would need to pay her for the time it would require to prepare a detailed proposal. Alan will consider this suggestion and, if he feels it is appropriate, will complete the form used to recommend engagement of a consultant.

B. Office

No further action can be taken until Barry has an opportunity to see the UJA/Federation space. He will follow up with Steve Hoffman for assistance in getting through to Steve Solender.

C. Funding Issues

1. The Lilly Foundation has asked Barry and/or Alan to attend a meeting on November 4 or 5 for input into a Lilly research project. The invitation signifies serious interest on the part of Lilly in CIJE. It was agreed that Barry will call back to find out whether this meeting can be postponed. If not, Alan will plan to go on November 4. Barry has a Best Practices consultation at that time. (Later: Barry believes that Alan should attend on November 4.)

2. Alan will call Chaim Botwinick for further discussion of the Baltimore request for a grant of \$30,000. He will suggest that the request not include funding of an existing position.

#### D. Institutions of Higher Learning

Ginny was to call Sara Lee to try to schedule a meeting for Alan with her while she is in the East. (Done: Tentative meeting set for Monday, November 1, 4:00 to 6:00 PM.) Ginny was also to ask Sara for a time on Friday, October 15 when she would be available for a phone call from Gail. Gail will try to schedule time for Alan and herself in Baltimore in conjunction with that meeting.

Barry will follow up with Isa Aron to determine whether it is critical for CIJE to be represented at the HUC meeting scheduled for November 21 - 22 in California.

#### E. Miscellaneous

1. It was suggested that Sandy Brawarsky would be a good person to help with the editing of MEF reports.
2. We will add to the Israel agenda the assignment of campers to counselors and next steps in those contacts.
3. Ginny reported that she is looking into linking CIJE staff and consultants via electronic mail. Until this can be resolved, Gail will try to get an account through JTS and Ginny will work on getting an account through CWRU for bit-net communication.

Assignment

## II. GA Plans

### A. Lead Communities Seminar - 11/16-17

1. CIJE representatives will include the four core staff plus Ellen Goldring, Roberta Goodman, and Julie Tammivaara. We will ask Daniel Pekarsky and Adam Gamoran, as well.
2. We will work to get the following community representatives at the meeting.
  - a. Atlanta: Bill Schatten, David Sarnat, Lauren Azoulai, Janice Alper, Steve Gelfand.
  - b. Baltimore: Genine Fidler, Darrell Friedman, Chaim Botwinick, Marshall Levin, Nancy Kutler.
  - c. Milwaukee: Jane Gellman, Louise Stein, Rick Meyer, Howard Neistein, Ruth Cohen.



Assignment

It was agreed that we would like to have the Federation directors present for at least a portion of the seminar. Alan will call each of the three to encourage attendance of those listed above. If the Federation execs are not available for the two full days, he will strongly encourage their participation on the second day and will indicate that the agenda will be adjusted to accommodate this.

Assignment

3. Ginny will work with individuals to register for the GA and reserve hotel rooms.

#### B. CIJE-related meetings at the GA

Assignment

1. Chuck Ratner is scheduled to present on Thursday, November 18 at 10:00 AM. Alan will talk with Steve Hoffman about the preparation of his remarks and making certain that CIJE is highlighted.
2. MLM will introduce the prime minister Thursday evening.
3. We are scheduling a CIJE breakfast meeting for Friday at 7 - 8 AM to include MLM, Steve Hoffman, Chuck Ratner, ADH, GZD, BWH, the three community Federation execs, and one or two lay people from each of the Lead Communities.
4. A forum entitled "What Works in Jewish education" is scheduled for Friday morning, 8 - 9:45 AM. It is not yet clear whether Alan or Barry will be invited to present.
5. A session for continuity commission chairs is scheduled for Friday afternoon, 2 - 3:45 PM. (According to Jon Woocher, it is hoped that there will be Lead Community involvement in the reports and responses. This has not yet been planned and no one has been invited to present.) Anyone who attends the session will have to plan to remain in Montreal for Shabbat.

Assignment

Alan will talk with Jon Woocher and Steve Hoffman about details of these sessions. We will focus on the GA during the next telecon.

#### III. Plans for other November meetings

Assignment

Alan will arrive in the States on Sunday, October 31. Gail will try to schedule two days in Baltimore during the first week of November and meetings in Atlanta on November 22 and 23. Barry will look into the Lilly meeting, as discussed earlier.

Assignment

In order to make best use of Sunday, November 14 in Milwaukee, it was agreed we should fly to Milwaukee Saturday evening, November 13. Gail will look into the advisability of holding the Sunday meetings at the community campus and staying at a hotel nearby.

- IV. The next telecon is scheduled for Thursday, October 14 at 8:00 AM. Note the change in time.





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

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	DORPH ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Consider best place in Milwaukee to hold staff meeting.		GZD	10/6/93	10/13/93	
2.	Schedule meetings with ADH in Atlanta and Baltimore in November.		GZD	10/6/93	10/13/93	
3.	Call S. Lee about status of CIJE contacts w/Reform community in Baltimore.		GZD	9/21/93	10/15/93	
4.	Try to arrange for a temporary university E-mail account.		GZD	10/6/93	10/15/93	



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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn.		SF	7/22/93	8/15/93	
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. Paul Steinberg f. Isadore Twersky		SF	2/25/93	8/15/93	
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	12/1/93	

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a recommendation for a policy on the use of materials and data generated by CIJE.		ARH	7/9/93	8/12/93	
2.	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	8/15/93	
3.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	S HOFFMAN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/29/93

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



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	A HOFFMANN		
ORIGINATOR/PROJECT LEADER	VFL	DATE	10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Clarify with Chaim Botwinick Baltimore's proposed use of grant.		ADH	9/21/93	10/07/93	
2.	Talk with AG about submitting written reports to VFL on MEF meetings and activities for bi-weekly newsletter.		ADH	9/21/93	10/07/93	
3.	Write to Roberta confirming salary arrangements.		ADH	9/21/93	10/08/93	
4.	Write to Lilly Foundation reps. as follow-up to Indianapolis meeting. Enclose <u>A Time to Act</u> and other publications.		ADH	9/21/93	10/08/93	
5.	Arrange to meet with Schindler in Israel.		ADH	9/21/93	10/13/93	
6.	Talk with J. Woocher and S. Hoffman for details of GA sessions with CIJE involvement.		ADH	10/6/93	10/13/93	
7.	Call Lead Community Federation execs about attendance at Montreal seminar.		ADH	10/6/93	10/13/93	
8.	Talk with SHH about preparation of C. Ratner's remarks.		ADH	10/6/93	10/13/93	
9.	Write up meetings with denominations and training institutions.		ADH	9/21/93	10/15/93	
10.	Draft a mission statement for the Lead Communities project.		ADH	7/22/93	10/20/93	
11.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ADH	7/22/93	10/20/93	
12.	Consider issue of tax exemption at Mayflower. (BR is working on this)		ADH	9/21/93	10/20/93	
13.	Work with VFL on budget -- start with work plan and structure, to be discussed with SDN in Israel.		ADH	9/21/93	10/26/93	
14.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ADH	7/22/93	11/01/93	
15.	Develop a communications program: internal; with our board and advisors; with the broader community.		ADH	9/21/93	11/30/93	



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FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

A HOFFMANN

ORIGINATOR/PROJECT LEADER

VFL

DATE

10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
16.	Look into design of CIJE logo.		ADH	9/21/93	12/15/93	
17.	Develop descriptive brochure for CIJE.		ADH	9/21/93	1/15/94	







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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Set up meetings for BH and ADH with John Ruskay and Rachel Cowan for ADH's next visit.		BH	9/21/93	10/14/93	
2.	Ask Isa Aron about content and anticipated outcomes of 11/21 - 22 HUC meeting.		BH	9/29/93	10/14/93	
3.	Prepare a memo summarizing proposal on distribution of CIJE materials (Woocher - possibility).		BH	5/28/93	11/15/93	
4.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	TBD	
5.	Work with Milwaukee on pilot projects.		BH	3/5/93	TBD	
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.	Contact the following board members and send brief report to VFL:  a. Gerald Cohen b. Susan Crown c. Billie Gold d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. Matthew Maryles h. David Teutsch		BH	6/30/93	TBD	

- ☐ **ASSIGNMENTS**  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
16.	Review files on financial commitments of CIJE supporters and be sure Barry Reis' records are complete.	SP	VFL	9/21/93	10/15/93	
17.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]	RP	VFL	4/7/93	10/18/93	
18.	Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.	RP	VFL	9/21/93	10/18/93	
19.	Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.	SP	VFL	9/21/93	10/18/93	
20.	Work with ADH on budget. Start with work plan and structure.	TP	VFL	9/21/93	10/27/93	
21.	Prepare a list of CIJE and Mandel Institute consultants used to date and their rates of pay.	RP	VFL	9/21/93	10/31/93	
22.	Revise letterhead.	RP	VFL	9/21/93	10/31/93	
23.	Arrange for review of CIJE manual when staff is in Cleveland.	SP	VFL	9/21/93	11/08/93	
24.	Design and order business cards for staff.	SP	VFL	9/21/93	11/15/93	
25.	Organize materials for parallel set of files.	RP	VFL	9/21/93	11/15/93	
26.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.	RP	VFL	2/25/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Sara Lee about ADH's conflict with ALOHA meeting and look for alternative meeting time.		VFL	9/29/93	10/06/93	
2.	Develop and maintain a 6 month CIJE calendar.	TP	VFL	9/21/93	10/10/93	
3.	Register and reserve rooms for GA and seminar participants.		VFL	10/6/93	10/12/93	
4.	Draft cover letter to accompany minutes to people who attended board meeting.	TP	VFL	9/21/93	10/12/93	
5.	Draft cover letter to accompany minutes to people who did not attend board meeting. Suggest additional personal sentence for some. Enclose report on Best Practices in Early Childhood.	TP	VFL	9/21/93	10/12/93	
6.	Subscribe to JTA and Jewish newspapers of the 3 Lead Communities.		VFL	9/21/93	10/14/93	
7.	Prepare first bi-weekly newsletter.	TP	VFL	9/21/93	10/15/93	
8.	Work with CJF on details of meeting of CIJE with Lead Community representatives on 11/16 - 17, in conjunction with the GA.	TP	VFL	7/22/93	10/15/93	
9.	Look into options and costs of portable printer for ADH.	SP	VFL	9/21/93	10/15/93	
10.	Call Tim Hausdorff and propose meeting with ADH, GZD, BWH about Jim Joseph grant.		VFL	9/21/93	10/15/93	
11.	Try to arrange for a temporary university E-mail account.		VFL	10/6/93	10/15/93	
12.	Arrange for ADH to meet with Syme in New York.		VFL	10/06/93	10/15/93	
13.	Arrange for ADH to meet with CRB Foundation on next visit.		VFL	10/06/93	10/15/93	
14.	Organize and arrange meetings for Cleveland "forum" on 11/7-9 and Milwaukee on 11/14-15. Notify participants of plans.	TP	VFL	9/21/93	10/15/93	
15.	Look into use of Internet/Compuserve for CIJE.	SP	VFL	9/21/93	10/15/93	

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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	MANDEL ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	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	8/15/93	
2.	Consider establishing a finance committee.		MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	



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

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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	ZUCKER ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.		HLZ	7/9/93	7/30/93	
2.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		HLZ	6/8/93	8/15/93	
3.	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	8/15/93	
4.	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	
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  
Oct. 14, 1993  
8:00 AM (EDT)

Participants: Gail Dorph, Alan Hoffmann, Barry Holtz, Ginny Levi

- |  | <u>Assignment</u> |
|--|-------------------|
| I. Minutes of 10/6   | VFL               |
| II. Assignments of 10/6  | VFL               |
| III. Milwaukee - 11/13-15  |                   |
| A. Where should we stay and meet?  | GZD               |
| B. Rough agenda (so Adam & Ellen know when to ask Roberta and Julie to be there) |                   |
| IV. GA Plans   | ADH               |
| A. Lead Communities Seminar 11/16-17   |                   |
| 1. CIJE participants: We 4; EG, RG, JT; AG or DP?                                |                   |
| 2. Who from the Communities is coming?   |                   |
| B. The GA, itself 11/17-19: Schedule of CIJE-related events                      |                   |
| 1. Ratner presentation: Did ADH talk with SHH re: preparation of remarks?        |                   |
| 2. Lead Communities breakfast  |                   |
| a. Fri. morning 7-8am  |                   |
| b. Invitations   |                   |
| c. Where? MLM's suite? Marty Kraar's? Art Rotman's?                              |                   |
| d. Any formal program?   |                   |
| 3. Forum: "What Works in Jewish Education?" - Fri. 8-9:45 a.m.                   |                   |
| 4. Local continuity commissions - Fri. 2-3:45 p.m.                               |                   |
| V. Other Arrangements for ADH's Nov. Visit                                       |                   |
| A. Cleveland   |                   |
| 1. Sun., 11/7 - Staff meeting - time?  |                   |
| 2. Mon., 11/8 - As previously set  |                   |



3. Tues., 11/9 - Meetings to be scheduled  
8:30 a.m. Alan, Gail, Barry, Ginny, Chuck Ratner  
10:30 a.m. Alan, Gail, Barry, Ginny, Steve Hoffman, Mark  
Gurvis, Daniel Blaine re Cleveland's use of CIJE  
materials  
12:30 p.m. Alan, Richard Shatten

- B. Atlanta  
C. Baltimore  
D. Other - see Nov. calendar

VI. Israel Agenda [Random order] To be meshed with ADH outline. ADH

- A. From 3 to 23  
B. Attainable lead community goals by April board meeting  
C. The community of educators and CIJE  
D. Establishment (rejuvenation) and use of professional  
advisory group  
E. Lead community rabbis and broader groups of rabbis  
F. Summer 1994 - for pros and lay people  
G. Denominations  
H. GA: Lead community seminar  
I. Pilot projects  
J. Content of Lilly/CIJE colloquium  
K. Planning with institutions of higher Jewish learning  
L. Reasonable outcomes for Lead Communities over 3, 6, 9 months  
M. Should BH write a "vision" of LCs ala The Future is History: what  
would/could the LCs look like if it worked?  
N. Ideas to deal with recruitment of educators  
O. Ideas to deal with upgrading/in service of educators  
P. Ideas to deal with compensation of educators  
Q. Ideas for helping with strategic planning: Can we use 12/13/88  
criteria for prog. options in working with LC commissions?  
R. A LC project: how is "quality" judged in advance?

- S. Project: A "Wexner" type project for lay leaders: A Vision of Jewish education for the future -- goals project both in Israel and US
- T. What do we mean by systemic change: would "raising up" each institution individually, without hitting the whole system, be enough?
- U. How do you have systemic change when individual institutions are all independent? Differences between Jewish education and the Smith & O'Day view (no overarching control)
- V. What is the connection of the Best Practices project to the LCs?
- W. Do we need letters of agreement with the LCs? If so, what should they cover?
- X. Assignment of campers to counselors; next steps in contacts

VII. Community Updates

GZD

VIII. Review of upcoming travel plans

ADH

IX. Other issues

Team

X. Future telecons

VFL

None scheduled until after Israel

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*Isa looking for Alan*

*Printer*

*Cover note for sept.*



MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: October 14, 1993

DATE MINUTES ISSUED: October 15, 1993

PRESENT: Gail Dorph, Alan Hoffmann, Barry Holtz, Virginia Levi  
(Sec'y)

COPY TO: Morton L. Mandel

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I. The minutes of October 6 were reviewed.

A. Communications

1. Bi-weekly report

Ginny plans to send the first report by October 15 with a cover memo which she will prepare.

2. PR person

Barry has asked Sandy Brawarsky to draft a letter outlining a proposal she might submit for work with CIJE. He reminded us that she would be available only for occasional assignments until December. It was agreed that this is not a stumbling block.

3. Gail and Ginny are working on getting onto university electronic mail systems. Alan is looking into Compu-Serve Israel.

B. Office

Assignment

Assignment

Alan will send Barry a copy of a letter from UJA/Federation regarding office rental, with a copy to Ginny. With the information in the letter, Barry will arrange to view the space without waiting for Steve Hoffman's intercession.

C. Funding Issues

Assignment

1. Alan plans to attend the Lilly meeting on November 4. Barry will request background materials and will plan to deliver them to Alan in Israel.

2. Alan has talked with Chaim about the Baltimore proposal for a \$30,000 grant. Chaim is to submit a revised proposal, in writing, which requests \$15,000 to support the analysis of data now and \$15,000 to be held in reserve for a project to be undertaken in 1994.

D. Hebrew Union College

1. Alan's appointment with Sara Lee has been set for Monday, November 1, 4:00 PM in Baltimore.
2. Barry has sent a message to Isa Aron indicating that the timing of the HUC meeting may make it impossible for anyone from CIJE to attend.

II. Plans for the GA

A. Lead Communities Seminar - November 16 - 17

1. Ginny has made room reservations for Alan, Gail, Barry, Ellen, Roberta, Julie and herself and GA registrations for Alan, Gail and Barry.
2. We expect the following Lead Community representatives to attend:
  - a. Atlanta - Bill Schatten, Lauren Azoulai, possibly Janice Alper and, on Wednesday, David Sarnat.
  - b. Baltimore - Genine Fidler, Chaim Botwinick, Marshall Levin and, at 11:00 AM on Wednesday, Darrell Friedman.
  - c. Milwaukee - Jane Gellman, Louise Stein and Ruth Cohen. Alan had not yet spoken with Rick Meyer about his and Howard Neistein's attendance. (Ginny spoke with Rick, who will try to be present on Wednesday. He wanted to know first who else would be there. He expected Howard could attend at least part of the seminar, but made no commitments.)

B. CIJE related meetings

Discussion focused on the Friday breakfast meeting. In response to a question about the necessity of holding the meeting, it was noted that after having had one last year, it is expected and it is an excellent opportunity to bring together the lay and professional leadership of the Lead Communities and the CIJE leadership.

It was suggested that the following be invited:

1. All CIJE board members
2. Alan Hoffmann, Barry Holtz, Gail Dorph, Steve Hoffman, Marty Kraar, Art Rotman, Jon Woocher.
3. Representatives of the communities:
  - a. Atlanta: David Sarnat, Gerald Horowitz, Lauren Azoulai, Janice Alper, Bill Schatten



- b. Baltimore: Darrell Friedman, Richard Landsburgh, Chaim Botwinick, Marshall Levin, Genine Fidler, (Ilene Vogelstein will be in Israel)
- c. Milwaukee: Rick Meyer, Betsy Green, Ruth Cohen, Jane Gellman, Louise Stein, Howard Neistein

Ginny will prepare an invitation to go out as soon as the details of the meeting can be confirmed.

Ginny will call Jon Woocher on October 15 for details on the 8:00 session on "What works in Jewish education" and the 2:00 session for continuity, commission and leaders.

### III. Milwaukee meetings - 11/13 - 15

#### Assignment

It was agreed that we will attempt to get to Milwaukee on Saturday night, November 13 so that we can begin meeting by 9:00 AM on Sunday. Ginny will ask Mary Esther to work with Roberta Goodman to find a comfortable, reasonably priced hotel at which we can stay and meet. Mary Esther will then make arrangements with the hotel. It was suggested that she check with Susan Jonas of Milwaukee to find out whether arrangements can be made for reasonably priced kosher food to be delivered. Meetings will include lunch and dinner on Sunday and will go until approximately 10:00 PM.

### IV. Israel agenda

It was suggested that the seminar in Israel include an opportunity to review what is actually happening in the local communities, as compared with outcomes we seek, and how we envision moving from point A to point B.

### V. Alan's schedule for November

#### Assignment

- A. Ginny will write to Daniel Syme on Alan's behalf to request a meeting time. [Shortly after the telecon she got a call from his secretary indicating that he is not available on any of the dates proposed.]
- B. Barry will schedule meetings with Rachel Cowan, John Ruskay and Sandy Brawarsky.
- C. A copy of Alan's most current schedule is attached to these minutes.



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☐ FUNCTIONAL SCHEDULE

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	DORPH ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	10/14/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call S. Lee about status of CIJE contacts w/Reform community in Baltimore.		GZD	9/21/93	10/15/93	
2.	Try to arrange for a temporary university E-mail account.		GZD	10/6/93	10/15/93	





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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn.		SF	7/22/93	8/15/93	
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. Paul Steinberg f. Isadore Twersky		SF	2/25/93	8/15/93	
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	12/1/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a recommendation for a policy on the use of materials and data generated by CIJE.		ARH	7/9/93	8/12/93	
2.	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	8/15/93	
3.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	S HOFFMAN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/29/93

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

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

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	A HOFFMANN	
ORIGINATOR/PROJECT LEADER	VFL	DATE 10/14/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange to meet with Schindler in Israel.		ADH	9/21/93	10/13/93	
2.	Talk with SHH about preparation of C. Ratner's remarks.		ADH	10/6/93	10/13/93	
3.	Write up meetings with denominations and training institutions.		ADH	9/21/93	10/15/93	
4.	Send Barry copy of UJA/Federation letter.		ADH	10/14/93	10/15/93	
5.	Talk with AG about submitting written reports to VFL on MEF meetings and activities for bi-weekly newsletter.		ADH	9/21/93	10/18/93	
6.	Write to Lilly Foundation reps. as follow-up to Indianapolis meeting. Enclose <u>A Time to Act</u> and other publications.		ADH	9/21/93	10/18/93	
7.	Consider issue of tax exemption at Mayflower. (BR is working on this)		ADH	9/21/93	10/20/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ADH	7/22/93	10/20/93	
9.	Draft a mission statement for the Lead Communities project.		ADH	7/22/93	10/20/93	
10.	Work with VFL on budget -- start with work plan and structure, to be discussed with SDN in Israel.		ADH	9/21/93	10/26/93	
11.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ADH	7/22/93	11/01/93	
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		ADH	9/21/93	11/30/93	
13.	Look into design of CIJE logo.		ADH	9/21/93	12/15/93	
14.	Develop descriptive brochure for CIJE.		ADH	9/21/93	1/15/94	





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SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	10/14/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Isa Aron about content and anticipated outcomes of 11/21 - 22 HUC meeting.		BH	9/29/93	10/14/93	
2.	Visit UJA/Federation to view potential office space.		BH	10/14/93	10/18/93	
3.	Get materials on Lilly meeting and deliver to ADH.		BH	10/14/93	10/18/93	
4.	Schedule meetings for ADH with Rachel Cowan, John Ruskay and Sandy Brawarsky.		BH	10/14/93	10/18/93	
5.	Prepare a memo summarizing proposal on distribution of CIJE materials (Woocher - possibility).		BH	5/28/93	11/15/93	
6.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	TBD	
7.	Work with Milwaukee on pilot projects.		BH	3/5/93	TBD	
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.	Contact the following board members and send brief report to VFL:  a. Gerald Cohen b. Susan Crown c. Billie Gold d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. Matthew Maryles h. David Teutsch		BH	6/30/93	TBD	



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FUNCTION	CIJE STEERING COMMITTEE				
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS				
ORIGINATOR/PROJECT LEADER	VFL	DATE	10/14/93		

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Subscribe to JTA and Jewish newspapers of the 3 Lead Communities.		VFL	9/21/93	10/14/93	
2.	Arrange for ADH to meet with CRB on next visit.		VFL	10/06/93	10/15/93	
3.	Arrange for ADH to meet with Syme in New York.		VFL	10/06/93	10/15/93	
4.	Call Tim Hausdorff and propose meeting with ADH, GZD, BWH about Jim Joseph grant.		VFL	9/21/93	10/15/93	
5.	Organize and arrange meetings for Cleveland "forum" on 11/7-9 and Milwaukee on 11/14-15. Notify participants of plans.	TP	VFL	9/21/93	10/15/93	
6.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]	RP	VFL	4/7/93	10/18/93	
7.	Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.	SP	VFL	9/21/93	10/18/93	
8.	Write to Daniel Syme re: ADH meeting in New York.		VFL	10/14/93	10/18/93	
9.	Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.		VFL	10/14/93	10/20/93	
10.	Work with ADH on budget. Start with work plan and structure.	TP	VFL	9/21/93	10/27/93	
11.	Revise letterhead.	RP	VFL	9/21/93	10/31/93	
12.	Develop and maintain a 6 month CIJE calendar.	TP	VFL	9/21/93	11/04/93	
13.	Look into use of Internet/Compuserve for CIJE.	SP	VFL	9/21/93	11/04/93	
14.	Arrange for review of CIJE manual when staff is in Cleveland.	SP	VFL	9/21/93	11/08/93	
15.	Organize materials for parallel set of files.	RP	VFL	9/21/93	11/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 10/14/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
16.	Review files on financial commitments of CIJE supporters and be sure Barry Reis' records are complete.	SP	VFL	9/21/93	11/15/93	
17.	Design and order business cards for staff.	SP	VFL	9/21/93	11/15/93	
18.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.	RP	VFL	2/25/93	TBD	

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SUBJECT/OBJECTIVE	MANDEL ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	9/29/93

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1.	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	8/15/93	
2.	Consider establishing a finance committee.		MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	





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ORIGINATOR/PROJECT LEADER	VFL
DATE	9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.		HLZ	7/9/93	7/30/93	
2.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		HLZ	6/8/93	8/15/93	
3.	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	8/15/93	
4.	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	
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	

ADH SCHEDULE  
NOVEMBER 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 Arrive  Dinner—ADH,GD,BH	1 Baltimore  12 – Botwinick  4–6 Meet S. Lee at Balt Airport Hotel (tent.)	2 Baltimore	3 Balt.—Chgo.	4 Indianapolis  Lilly – time?	5 New York  10 – Rosele  2–3:30—Ruskay	6 New York
7 NY/Cleveland  7?PM Staff Mtg.	8 Cleveland 7:30–9 Staff+MLM, SHH,HLZ 9–3:30 Staff+SHH 3:30–5 Mgmt Com'tee 5–? MLM+ADH	9 Cleveland 8:30–10 Ratner,AH,GD BH, GL 10:30 CIJE+JCF Staff 12:30 Shatten+ADH To New York	10 New York 8–10 NY Mtg. 10:30–4 CJF Comm'sn 4:30–6 NY Mtg. Dinner Mtg.	11 New York  2:00–Cowan (tent.)  To Detroit	12 Detroit  11 – B. Berman  D. Cohen?	13 Ann Arbor
14 Milwaukee  9–2 Staff Meeting 2–5 Str. Plng. Retreat  5:30–10 Staff Meeting	15 Milwaukee  Str. Plng. Retreat  To Montreal	16 Montreal  Noon–10p LC Seminar	17 Montreal  8am–2pm LC Seminar	18 Montreal  2:30–Bronfman 1170 Peel St, 8th Fl.	19 Montreal 7–8 LC Breakfast  8–9:45 What Works  2–3:45 Continuity Commissions	20 Montreal
21 Cleveland  MLM	22 Atlanta	23 Atlanta	24 New York  To Israel	25 Thanksgiving	26	27
28	29	30	To be scheduled: J. Zayman – Balt. E.L. Ritz – Milw. C. Bronfman – Mont. B. Berman – Det. Balt. visit S. Lee Atl. visit	New York: Rosele Syme—NO Merians Hausdorff Maryles S. Brawarsky Spack Ruskay Woocher Cowan	Chicago: J. Colman S. Crown Maynard Wishner C. Goodman	



MINUTES: CIJE STAFF MEETING

DATE OF MEETING: August 19 - 20, 1993

DATE MINUTES ISSUED: October 18, 1993

PRESENT: Gail Z. Dorph, Seymour Fox, Ellen Goldring, Annette R. Hochstein, Alan D. Hoffmann, Barry W. Holtz, Daniel Pekarsky, Shmuel Wygoda, Virginia F. Levi, (Sec'y)

COPY TO: Morton L. Mandel, Ann G. Klein, Adam Gamoran, Henry L. Zucker

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I. Introductory Remarks

Alan Hoffmann opened the meeting, outlining his assignment as full-time executive of CIJE for the next three years. He described the assignment as an exciting opportunity to put into practice what he has been teaching. He noted that our challenge is to determine whether, by addressing Jewish education comprehensively and simultaneously, we can really radically alter its direction. He noted his excitement at working with this unique group of people and reminded participants that while the focus of these particular meetings would be primarily work with the Lead Communities, this group is the staff of all of CIJE.

We were reminded that the Lead Community project is one of four recommendations of the Commission and that building the profession, building lay leadership, and establishing a research agenda are at least as important as the Lead Community project. Included in our mandate are such matters as how we will involve the training institutions in building the profession, who will be the lay leaders of the future and how can we encourage them to consider Jewish education a top priority, and how we get people to both conduct and fund research.

ADH noted that with regard to the Lead Communities we have an educational challenge of our own. The people teaching and learning our material are not always "getting it." He noted that a curriculum that does not teach is not a good curriculum. We will have to articulate our mission so that we understand it and others get it. Six months from now, any one of the core staff should be able to lead a seminar on the Lead Community which is effective intellectually, conceptually, and practically. At the same time that this group is learning, we will need to have a way of moving forward with our clients.

It was also noted that we must work within the context of the culture of the Lead Communities and Federation. We have selected Federations as the host institution of the Lead Communities concept. We must understand that the Federation culture is one of consensus building and our work is to engage in major systemic reform. There may ultimately be



some tension between these two approaches and the issue should remain on the staff agenda.

## II. The Conception Reconsidered

Seymour Fox reviewed the experiences that led to the CIJE and Lead Communities. He noted that it was felt that the political environment was such in 1987 that the right players working together toward consensus could have an impact on Jewish continuity. A decision was made to work in a partnership between the communal and private communities.

A commission was formed which included a broad representation of the entire North American Jewish community. Each commissioner was interviewed before the first and each subsequent meeting. Out of this process came 23 areas of possible programmatic focus. In order to select among the 23, consultants advised us to distinguish between necessary and sufficient conditions. From this came the concept of the "enabling" versus "programmatic" options. The enabling options are the building blocks which are preconditions to move the programmatic areas forward. Written evaluations of the 23 areas showed that none of the programmatic options could be accomplished without the personnel to undertake them or the support of lay leadership. The following preconditions were identified: community, funding, and personnel.

SF noted that the enabling options had to be approached systemically and in a way that would have ongoing impact. The concept of a "community action site" was developed as a way to test the centrality of the enabling options. This should be a merger of local and national/international forces.

The community action site formulation eventually evolved into the Lead Community concept. There were 23 communities which applied to be Lead Communities and thought was given to working with all 23. It was felt that by beginning in this way, they would gradually have narrowed themselves down to a small and manageable group. In the end, it was decided to complete the selection process which resulted in the selection of three communities.

The model of a Lead Community is to mobilize key lay leadership to undertake a radical approach to Jewish education. This was not intended as minor variations of business as usual. One way to mobilize local lay leaders is to bring them together with CIJE board members.

In discussion, it was noted that the three Lead Communities are moving forward with commissions which thus far have structure but no content. Perhaps the local commissions could use the questions identified in the commission process for evaluation of the 23 options to evaluate their own lists of concerns.

It was suggested that the staff of the Lead Communities have been reluctant to permit CIJE staff and lay people to interact with local lay



people and rabbis for fear that they will lose interest in other community priorities as they commit themselves to Jewish education and to national issues.

It was noted that the Lead Community concept has not yet been implemented. We are very much at the beginning. The first step is to go back and clearly define it. The basic concept of the CIJE was that it should become a mechanism to make innovation happen in the areas of personnel and community through the Lead Communities. A longer term goal is to encourage quality research in Jewish education. It was noted that we need to find ways to work effectively with the Lead Communities. This might include the following:

1. A key member of the CIJE board should lead a discussion of the concept with their community counterparts.
2. Staff should work directly with rabbis and head educators in the communities.
3. There should be a regular process of education of the lay leaders through a series of ongoing seminars.
4. We should develop a game plan for each community.

It was suggested that from the point of view of the Lead Communities, they see CIJE in a variety of ways, such as:

1. A Time to Act recommends the establishment of Lead Communities - places where "things are popping in Jewish education."
2. Our selection as a Lead Community means that we are already a model for others.
3. We have access to a giant consulting group known as CIJE.
4. We want CIJE to help us refine what we want to do. We, the local lay leaders, have been taught to do our own thinking.
5. If we schedule a meeting, of course the CIJE staff will be there.
6. CIJE should be a major resource for us.
7. We are providing CIJE with a laboratory in which to test out their theories regarding the centrality of personnel and community.

It was suggested that we are functioning in a general environment where we are not completely understood. It is our perception that the local Federation leadership is often not interested in moving to major change. We need to change that and get the communities to buy into our vision.



One approach may be to assign local campers (e.g. rabbis and educators) to CIJE staff.

### III. Basic Concepts

#### A. Systemic Reform

The concept of Lead Community is intended to lead to systemic change. The goal is not to solve individual problems, but to take a macro view of personnel and to attempt to have an influence at the level of policy and to design solutions. Local lay leadership is to be mobilized and empowered to have an impact. This is to be accomplished by recruiting top tier people, including one or several "champions" and to raise the quality of people choosing to serve on boards of Jewish educational institutions.

The notion of systemic change implies that dealing with personnel and community jointly will have a greater impact than dealing with either independently.

#### B. Scope, content and quality

1. Scope - Lead Communities are expected to engage with most of the key institutions in a given community. Most of the people in a community should, over time, be affected. Whether working within a given domain or across a range of domains, a significant proportion of clients should be impacted. (Innovative approaches should be found to encourage institutions to work cooperatively.)
2. Quality - We seek standards of quality that can be made specific and defined and that would not be satisfied with the status quo. The monitoring, evaluation and feedback project is intended to support this concept. We need a way of determining and conveying standards below which we will not go.
3. Content - The content to be dealt with in the Lead Communities is to reflect the work of Best Practices and the goals project. This may be done in terms of programmatic options -- personnel for what?

In discussion, it was suggested that the systemic approach is to create a plan which, over time, encourages more people to have more cumulative experiences which lead to stronger Jewish commitment.

It was suggested that the release of the Best Practice reports one by one may encourage a narrow approach. This might be rectified if each report included an introduction which puts the individual piece into a larger context. It was also suggested that the Best Practices be introduced to the lay leaders and educators of each Lead Community by having Barry discuss each and work with the group to develop an approach. The Best Practice books should be viewed as



a curricular resource for the training of personnel in the Lead Communities.

It was suggested that we need an outline of the ideal Lead Community for our use. We might simulate this by taking one community as an example, laying out all that we know about the community, and developing a sense of what that community could be. This might force us to develop a set of goals.

#### IV. Working with the Communities

##### A. Planning and the local commissions

We have made clear the expectation that each community establish a wall-to-wall coalition and each community believes that it has done so. The commission is to be the local mechanism for discussion, policy making and planning. It is here that process and content should come together. It was agreed that Federation would serve as the convener. In addition, CIJE has asked that each community appoint a full time staff person to the project.

We seek the following products from the local commissions:

1. An expression of shared concern and mission for Jewish education
2. A self-study of the Lead Communities' educational systems including:
  - a. The educators survey
  - b. The educational profile
  - c. An organizational profile
  - d. A needs analysis
3. Pilot projects to get an early start
4. A multi-year plan to address personnel (in service-training, recruitment, salaries, training programs, etc.) and community mobilization (including a plan for action and implementation)

It was suggested that we encourage the communities to devote the next year to the issue of personnel. The first step might be to look at what the educators survey means for each community.

Pilot projects may emerge out of discussion of the educators survey or of the Best Practices papers, the self-study, or the needs assessment.

V. Baltimore Meeting

It was suggested that we seek the following outcomes from the Baltimore meeting:

1. The Lead Communities see CIJE as having its act together and having a lot to offer.
2. Communities understand the concept of Lead Community and what CIJE can legitimately expect.
3. It is clear to participants what they are to do when they return home.
4. The concept of partnership is further clarified.
5. Participants see themselves as involved in a learning process and understand that there is a lot more to learn.
6. There is a sense that coming to these meetings is worthwhile.
7. The following next steps are agreed upon:
  - a. The local commission agenda
  - b. The establishment of pilot projects
  - c. Work on goals and visioning
  - d. Personnel will be addressed through the educators survey and analysis, a plan, and early action.

The second day of the planning session was devoted primarily to reviewing and revising the agenda for the Baltimore Lead Communities Seminar. The following points were raised and may be of use as we continue planning the work of CIJE.

1. We should consider the assignment of campers within the Lead Communities.
2. We should consider whether the lay leadership of the Atlanta commission is appropriate for this project.
3. The core staff includes Alan Hoffmann, Barry Holtz, Gail Dorph, Steve Hoffman, Adam Gamoran, Ellen Goldring, Danny Pekarsky and Ginny Levi. Key consultants are Seymour Fox, Annette Hochstein and Shmuel Wygoda. For now this is a Cleveland based operation with a satellite office in New York. The field researchers work for and report to Adam and Ellen.



CIJE ISRAEL STAFF SEMINAR  
October 20th-25th, 1993

AGENDA

I. Lead Communities: 1993/4 Operations

A. Benchmarks:

- January 31st 1994
- April 30th 1994
- July 31st 1994

1. Personnel:

- a. Senior Personnel - Presently in Israel  
For future training in Israel  
For training in U.S.
- b. Diagnostic profile and its relationship to personnel program
- c. Populations and dates for personnel seminars

2. Strategic Planning:

- a. Agenda for local commissions
- b. From local commissions to local institutions
- c. Priorities within existing strategic plans

3. Goals:

- a. Who will manage time process in LC's?
- b. Training institutions and individual LC's

4. Pilot Projects:

- a. For educators
- b. For students
- c. For lay leadership

5. Community mobilization

- Champions
- Lay leaders
- Grass roots
- "Wexner" project idea

B. GA seminar

C. Letter of agreement

## II. CJE: general

A. Denominations

B. Training institutions

C. Rabbis

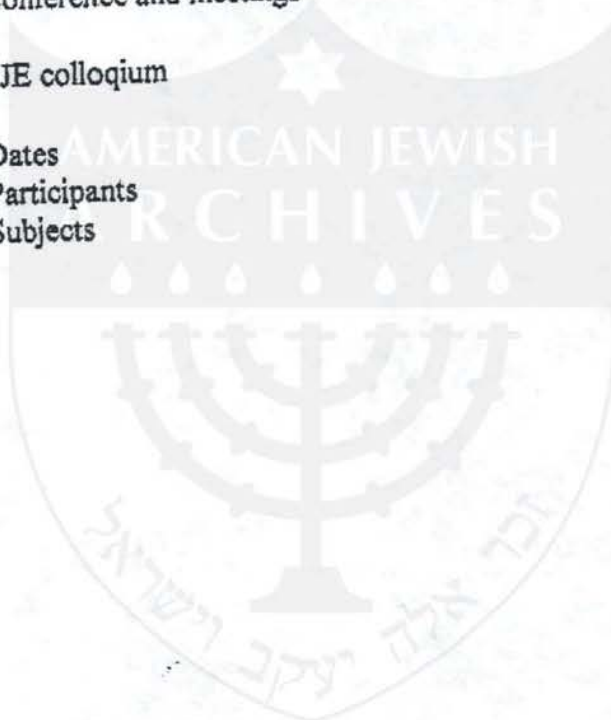
D. From 3-23 ("Boston")

E. Educational Community

- Professional Advisory Group
- Conference and meetings

F. Lilly/CJE colloquium

- Dates
- Participants
- Subjects





Materials for CIJE Seminar:

(corresponds to  
Agenda items)

I.

1. Professional lines of educators (Milwaukee and Atlanta)
2. Report on educator survey on Milwaukee and Atlanta  
Report submitted by ADH and GD upon their recent visits to the lead communities
3. (Draft of forthcoming paper by DM and SW??)
- 4.
- 5.

II.

- A. Application for grants to MAF
- B. Recent report by YU, JTS, HUC, JCCA
- C.
- D.
- E.
- F. Lilly paper



**CIJE Israel Seminar  
20th-25th, October 1993**

**Schedule**

**Wednesday, 20th, October 1993**

9:00-10:30 Meeting with Deborah Goldstein, a Senior Educator from Melton Centre  
10:30-12:00 Meeting with Seymour Fox, Daniel Marom, Shmuel Wygoda, Barry Holtz,  
Gail Dorf, Virginia Levi on the Educated Jew Project  
12:30-1:30 Lunch - opening  
1:30-2:30 Session I  
2:30-2:45 Break  
2:45-4:00 Session  
4:00-4:15 Break  
4:15-5:30 Session  
5:30-7:00 Break  
7:00-8:00 Dinner at 10 Yehoshafat St.  
8:00-9:30 Session II

**Thursday, 21st, October 1993**

9:00-10:30 Session III  
10:30-10:45 Break  
10:45-12:15 Session  
12:30-1:30 Lunch  
1:30-2:45 Session IV  
2:45-3:00 Break  
3:00-4:00 Session  
4:00-7:00 Break  
7:00 - Working dinner at Confederation House, Yemin Moshe, Jerusalem

**Friday, 22nd, October 1993**

8:00-9:30 Session V  
9:30-9:45 Break  
9:45-11:15 Session  
11:15-11:30 Break  
11:30-1:00 Session VI  
1:00-2:00 Lunch



Saturday, 23rd, October 1993

7:00pm-10:00pm- Session VII

Sunday, 24th, October 1993

9:00-10:30 Meeting with Howie Dietcher, Director of Senior Educators program  
of the Melton Centre, The Hebrew University  
10:30-10:45 Break  
10:45-12:15 Session VIII  
12:30-1:30 Lunch  
1:30-3:00 Session IX  
3:00-3:15 Break  
3:15-5:00 Session  
5:00-6:30 Meeting with Leslie Brenner, a Senior Educator from Melton Centre

Monday, 25th, October 1993

9:00-10:30 Session X  
10:30-10:45 Break  
10:45-12:15 Session  
12:30-1:30 Lunch  
1:30-3:00 Session XI  
3:00-3:15 Break  
3:15-5:00 Session

Useful Information:

Alan Hoffmann - Telephone at home: 249690  
Caroline Biran - Telephone at home: 716777

Address of CIJE - Israel office: 10 Yehoshafat Street, German Colony, Jerusalem  
Tel: 617418, 619951 Fax: 619951

Hotel address: Laromme hotel, 3 Jabotinsky Street, Jerusalem  
Tel: 756666 Fax: 756669

Dear Ginny,

- JW
- MEB
- (1) Annette is asking if it is possible for Seymour and her to receive a copy of the report form HUC. You can send it by mail.
  - (2) Re your forthcoming visit, could you send me your flight schedule and flight numbers. It would help if I had this information especially if your scheduled to arrive late in the evening. Could you send me this information regarding the three of you?

Here is the address and reservation numbers of the hotel I have arranged:

The Laromme Hotel  
3 Jabotinsky Street (near Gan Hapaamon)  
Jerusalem

Tel: 2-756 666  
Fax: 2-756 669

Reservation numbers:

Virginia Levi (19-26/10/93) - 876480  
Gail Dorf (17-25/10/93) - 876470  
Barry Holtz (19-25/10/93) - 876460

Some instructions re temperatures: We are having a nice pleasant fall weather at the moment during the day. I would advise you to bring a light rain-coat and a warm sweater for the evenings which are beginning to be quite cold (12-16 degrees).

If you have any questions do not hesitate to ask me.  
Waiting to see you soon!!

Caroline

AMERICAN JEWISH  
ARCHIVES

M - I'll need  
an itinerary to  
include this.  
Also, pls. for  
same info to  
Gail & Barry.

BH ✓  
SD ✓



Excerpt from CIJE staff telecon minutes of October 6, 1993:

## II. GA Plans

### A. Lead Communities Seminar - 11/16-17

1. CIJE representatives will include the four core staff plus Ellen Goldring, Roberta Goodman, and Julie Tammivaara. We will ask Daniel Pekarsky and Adam Gamoran, as well.
2. We will work to get the following community representatives at the meeting.
  - a. Atlanta: Bill Schatten, David Sarnat, Lauren Azoulai, Janice Alper, Steve Gelfand.
  - b. Baltimore: Genine Fidler, Darrell Friedman, Chaim Botwinick, Marshall Levin, Nancy Kutler.
  - c. Milwaukee: Jane Gellman, Louise Stein, Rick Meyer, Howard Neistein, Ruth Cohen.

It was agreed that we would like to have the Federation directors present for at least a portion of the seminar. Alan will call each of the three to encourage attendance of those listed above. If the Federation execs are not available for the two full days, he will strongly encourage their participation on the second day and will indicate that the agenda will be adjusted to accommodate this.

3. Ginny will work with individuals to register for the GA and reserve hotel rooms.

### B. CIJE-related meetings at the GA

1. Chuck Ratner is scheduled to present on Thursday, November 18 at 10:00 AM. Alan will talk with Steve Hoffman about the preparation of his remarks and making certain that CIJE is highlighted.
2. MLM will introduce the prime minister Thursday evening.
3. We are scheduling a CIJE breakfast meeting for Friday at 7 - 8 AM to include MLM, Steve Hoffman, Chuck Ratner, ADH, GZD, BWH, the three community Federation execs, and one or two lay people from each of the Lead Communities.
4. A forum entitled "What Works in Jewish education" is scheduled for Friday morning, 8 - 9:45 AM. It is not yet clear whether Alan or Barry will be invited to present.
5. A session for continuity commission chairs is scheduled for Friday afternoon, 2 - 3:45 PM. (According to Jon Woocher, it is hoped that there will be Lead Community involvement in the reports and

responses. This has not yet been planned and no one has been invited to present.) Anyone who attends the session will have to plan to remain in Montreal for Shabbat.

Alan will talk with Jon Woocher and Steve Hoffman about details of these sessions. We will focus on the GA during the next telecon.





MINUTES: CIJE STAFF MEETING  
Milwaukee

DATE OF MEETING: November 14, 1993

DATE MINUTES ISSUED: November 19, 1993

PRESENT: Gail Dorph, Adam Gamoran, Ellen Goldring, Roberta Goodman, Alan D. Hoffmann, Barry Holtz, Virginia Levi, Daniel Pekarsky, Julie Tammivaara

COPY TO: Seymour Fox, Annette Hochstein, Stephen Hoffman, Morton Mandel, Henry Zucker

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Alan Hoffmann introduced the meeting, noting that this would be the first in a regular series of meetings planned to be held in Milwaukee on a bi-monthly basis. The focus of the morning portion of this meeting was to be the Monitoring, Evaluation & Feedback project.

I. Introduction and Overview

Adam Gamoran opened the meeting with a review of the rationale for establishing the MEF project. He indicated that there were three basic reasons for the project.

A. Provide generalizable knowledge which could lead to replication.

The first reason for establishing the MEF project was to extend the vision for Jewish education. It is to have a chronicling function: to document what happens in the Lead Communities. It is also to have an analytical function: to find out whether what we undertake has an impact.

One domain of the MEF project is to evaluate specific projects. It looks for direct and indirect impact and for specific outcomes. For example, it might study whether the Hebrew ability of day school students at a particular grade level improves over a period of years. A second domain is to slice into any aspect of the Jewish community in order to study change over time. This reflects an approach towards systemic change which suggests that any element within Jewish education in a community might change over time as a result of the work of CIJE in that community.

The sorts of evaluation described above are the mandate of the MEF process. So far, in light of the fact that specific goals in the Lead Communities have not been clearly defined, this sort of evaluation has not occurred. The MEF team has begun to gather baseline data with respect to personnel, but has not yet begun to study change.

It was noted that so far the MEF team is focusing most heavily on recording what occurs. The interpretive evaluation has not taken place. The MEF team is waiting to be assigned to monitor and evaluate specific projects.

B. Provide ongoing feedback

The second reason for the establishment of the MEF project was to provide both CIJE and the Lead Communities with feedback which could be used for corrective change. Adam noted that this is not a classic experiment because we are working to revise as we proceed. He noted that, in practice, it is problematic to have the field researchers involved in both providing feedback and encouraging change. The field researchers can point to problems, but should they also be teaching the communities how to correct them?

C. Encourage the communities to become evaluation minded, themselves

We want the communities to treat evaluation as important. In the long run, we hope that the communities will accept MEF as something that they want and will fund.

It was noted that there is some degree of contradiction in the concept of the communities funding a process that responds to CIJE's agenda. MEF is responding to issues related to community mobilization and personnel.

Another challenge for MEF is to contribute more directly to CIJE's needs. The MEF team would like more guidance from CIJE on what to include in the feedback reports.

D. Discussion

It was noted that, in an ideal world, the communities would be more committed to the CIJE issues and the MEF process would respond more directly to both sets of needs.

It was noted that this is not a classic study of cause and effect for the following reasons:

1. There are no clearly articulated goals against which to evaluate.
2. Cause and effect is difficult to study when dealing with systemic change.
3. A classic study would require a much larger sample and comparison with communities in which we are not interceding.

It was noted that MEF is not evaluating CIJE -- not judging whether CIJE is a success or failure. It is only evaluating the role of CIJE in the Lead Community change process. Nor is MEF evaluating the effectiveness of Jewish education in a Lead Community.



In order to determine whether a community has improved through the Lead Community process, Adam envisions taking a "slice across the Lead Communities." In other words, MEF would identify some aspect of the Jewish education process, take a "slice" for evaluation now and do so again in three and five years.

## II. Goals of MEF in 1992 - 1993

During the past year MEF has undertaken the following tasks:

### A. Studying the process of change

1. Visions for Jewish education
2. The extent of mobilization
3. The status of personnel

### B. In order to accomplish this MEF hired three field researchers to:

1. Design and pilot interviews.
2. Carry out interviews.
3. Monitor activities in each community by attending meetings and collecting documents.
4. Write analyses.
5. Provide feedback to the Lead Communities and CIJE on a regular basis.

### C. Played a major role in designing and analyzing the Educators Survey.

While this was not originally part of the MEF mandate, it became a task of the project during the past year. Plans for '93-'94 will include further work on this project.

It was noted in discussion that the use of MEF products is unclear. A question was raised with respect to our role in dissemination. What, for example, is our role in presenting the professional lives of educators?

## III. Workplan for 1993 - 1994

### A. MEF will continue the process of monitoring and feedback. A memo of July 25 outlines the key issues.

### B. Evaluation

1. Project-specific

While there are no clearly identified CIJE projects currently under way in the Lead Communities, there are specific related projects in Baltimore and Milwaukee which we have been asked to evaluate. An issue for discussion is which projects MEF staff should get involved in evaluating.

## 2. Community-wide

Adam and Ellen intend to identify an aspect of Jewish education to begin to study now and re-evaluate periodically in the future. They will develop a proposal for submission.

A question was raised about how we further the evaluation and research agenda in the Lead Communities or beyond. Is it part of CIJE's mission to develop a repertoire of evaluation instruments or to begin training others in evaluation?

## 3. Community profiles

The MEF team plans to work with the Lead Communities in developing profiles which include a look at their institutions, staff, participation rates, revenues, expenditures, etc.

# IV. Methods of MEF

## A. The narrative method - Julie Tammivaara

### 1. Naive skepticism

While the process of research is often designed to "make the strange familiar in exotic cultures," our goal is to "make the familiar strange." We have to consciously look at Jewish education, no matter how well we know it, through "naive eyes." The field researchers must approach their work with skepticism, recognizing that all stories they hear come from a particular person's point of view. Their strategies include getting information on a single topic from multiple sources and looking to see if and where they converge.

### 2. Characteristics

#### a. Ongoing involvement with the communities

Being in the communities permits the field researchers to understand what is happening in context. Over time, this should help us understand motives, commitments, and points of view.

A risk of being so closely tied to a community is the potential of "going native," i.e. going from being an observer to becoming a member of the community.



b. Reflective collaboration

By working together as a team, the field researchers have access to broader, more plausible interpretations. For this reason, they try to stay in close, regular contact.

3. The "Big Picture"

The field researchers view each community as a "center." It is the job of the field researcher to stay on the margin in order to identify elements of the community and how they fit into the structure. This process allows the field researchers to provide each community with its own story. It is expected that the increased self-knowledge will help a community set policy and raise issues that would not otherwise be discussed.

In discussion, a question was raised about how we decide where to be involved. It was suggested that perhaps the documentation lacks a set of anchor points which explain why field researchers are looking at one group or organization rather than another. In response it was suggested that it would be extremely helpful to the field researchers to receive feedback on their feedback memos.

B. Surveys as a policy tool - Ellen Goldring

It was noted that the development and administration of surveys was not in the original MEF design. Now that it has become a part of the process, it is important to determine how to incorporate this into the total MEF picture. Following are the steps in the process:

1. Backward mapping

The first step in developing a survey is to determine what a community needs to know in order to make decisions and what kinds of policies are being worked on. Knowing where a community hopes to go is important in designing how to get there.

2. Design instruments and collect data

This process should be interactive, involving MEF-identified experts and community members in a way that serves to mobilize the community around the process.

3. Interpret results for planning and implementation

In discussion, it was suggested that we consult with Professor Hank Levin of Stanford University on how to bring about change in education. He is involved in the "Accelerated School Project." He might be helpful in strategic planning and visioning as well as in learning about the process of change and the implementation of a central idea.



It was noted that the notion of only three Lead Communities is being re-evaluated and that there will be efforts to expand the circle in some way. Part of this might involve sharing specific products as we move forward. For example, we might bring together communities that are interested in the educators survey and train them in the administration and analysis of the survey.

V. The Feedback Loop - Roberta Goodman

The original feedback plan was for the field researchers to write quarterly reports and submit them with no related intervention. It became clear that this was not sufficient. The current approach is to provide regular feedback (approximately monthly) and to raise questions.

In Milwaukee, Roberta has tried several approaches. The first is to write memos which are shared with the core planning group in advance, then discussed with them. Another is to submit written reports with no direct discussion. A third is to provide exclusively oral feedback.

The following questions were raised:

- A. To whom should the feedback be given? Only the core group or to each group observed?
- B. What do we give feedback about? (There is a fine line between being constructive and looking like spies.)
- C. How should feedback to Lead Communities be framed in order to maintain a rapport so that we can remain in the process? (It was suggested that ground rules negotiated with the communities in advance would be useful.)
- D. Giving feedback can be difficult, but it is clearly objective. Providing evaluation would be more problematic.

The suggestion of having a discussion about ground rules with the communities was discussed. It was noted that before such a conversation can take place, we must agree among CIJE staff on what the field researchers should be sharing with whom. We must set the ground rules and communicate them to the appropriate people. Step one is to discuss with each community what we and they need to know. Step two is to negotiate what we will actually do.

It was noted that a mobilization and vision report will be prepared soon and might serve as a "curriculum" in the Lead Communities.

A question was raised about whether CIJE wants feedback from the field researchers. It was suggested that this be negotiated with CIJE. There should be a list of specific issues on which we seek feedback. In addition, field researchers should provide "helpful nuggets" as they arise.



## VI. Open Questions

The following is a list of questions raised during the day which remain open for further discussion:

- A. How do we (MEF) satisfy our aim of serving the communities, when our agendas are set by CIJE?
- B. What constitutes a Lead Community project, and what determines whether a given project should be monitored and evaluated by the MEF team?
- C. How do we determine the boundaries of responsibility between MEF and implementation, with particular respect to the use of knowledge produced by MEF?
- D. What are our policies and procedures for disseminating MEF products (1) within CIJE; (2) within the communities; (3) beyond CIJE and the communities?
- E. How can MEF contribute to specific issues with which CIJE is grappling in a timely manner?
- F. Why are we not evaluating Jewish education as it now exists?
- G. What is the conceptual linkage between what we monitor and what we need to know?
- H. To whom do we give feedback, about what, in the communities?
- I. Does CIJE want feedback about itself?

## VII. Further Discussion

The remainder of the day focused on discussion of a variety of issues.

### A. Third field researcher

The candidacy of William Robinson for the position of field researcher in Atlanta was discussed. It was agreed to recommend his appointment.

### B. Montreal

Plans for the Lead Community Seminar in Montreal were reviewed.

### C. Emerging re-conceptualization

There was brief discussion about the outcomes of staff meetings which took place in Cleveland on November 7 and 8. It was noted that we are looking at a new way to engage the CIJE board through the establishment and active involvement of committees. Through the

committees, we will work toward developing a total vision for CIJE with long range outcomes identified. Based on this total vision, a workplan will be developed.

#### D. Goals

Discussion focused on what might happen at a seminar in Israel on goals. The conclusion was to consider a ten day to two week program for members of local commissions as well as school principals and their lay leaders. Portions of the seminar would be addressed to the entire group while separate workshops would be developed for sub-groups. This might be one of the pilot projects which can be offered to Lead Communities as part of the action plan to be developed at the Montreal seminar.





**NOTES FOR STAFF  
THIRD CIJE SEMINAR  
G.A. Montreal, 16-17 November 1993**

**Tuesday, Nov. 16th:**

2:00pm: Session I: Introduction  
Theme of seminar: *"How do we move forward in personnel,  
community mobilization and goals."* ADH

2:15pm: Session II: Community updates  
(ADH/GD to prepare outline  
So that there is consistency between each report)  
Discussion BH

3:00-4:30pm: Session III  
*"Projected first year outcomes in personnel"*

a) 3:00-3:30: "Critical path for individual LC developing personnel plan" BH  
[Based on Annette's presentation. To be adapted by BH]

- \* Educator survey completed
- \* Educator survey discussed
- \* Planning Committee prepare action plan
- \* Personnel situation discussed in community
- \* In-service pilot project
- \* Israel seminar
- ETC...]

b) 3:30-4:00: "Analytical potential of Educators Survey" - Ellen Goldring

c) 4:00-4:30: Discussion

d) 4:30-4:45: Break

4:45-10:00pm: Session IV

*"Engaging community in discussing educators survey and implications"*

4:45pm: a) Introduction:

ADH

4:55pm: b) The Milwaukee experience: Roberta Goodman

5:15pm: c) Discussion

6:00pm: Dinner

7:00pm: d) Break out groups: Each community translates "engaging" into its own terms:

- i. Timing
- ii. Implication for action

They will be asked to relate to:

- \* Content
- \* Audience
- \* Projected outcomes
- \* Who is responsible

8:30-9:00pm: e) Break-out groups report back

9:00-9:30pm: f) Discussion

**Wednesday, Nov. 17th:**

7:30-8:30am: Breakfast with three executive directors

8:30am: Session V  
*Preparing a LC personnel action plan*

8:30-9:00am: Presentation

GD

1. Mapping Current and Future Situations:

- a. Educators Survey shortcomings, needs, (e.g. training, recruitment)
- b. Predict future needs ("forecast") with input from local educators
  - \* Retirements
  - \* Demographic trends
  - \* Do you have demographic data?
  - \* Other



2. Stages of implementation (should reach pilot projects)

3. CIJE Pilot Projects

- a. Educational leaders retreat
- b. Lay professional seminar in Israel on goals
- c. Best practice seminar

9:00am: Discussion

9:30-9:45am: Break

9:45am: *Exercise: A first cut Personnel Action Plan in our community*  
[What will be steps.  
Chart your own process)

Exercise they receive:

- a. Where will Action Plan be discussed?
  - b. When?
  - c. Participants
  - d. Projected outcomes, e.g. Pilot Projects
  - e. Who is responsible?
-

## ISSUES THAT WILL EMERGE IN EXERCISE:

\* Problems e.g. early childhood, teacher in service

\* Prioritize based on:

- a. need
- b. cost
- c. feasibility

\* Possibilities or option:

- a. local suggestions
- b. CIJE suggestions

We need to raise the pilot projects which will precede the action plan.

E.g. Principals seminar, goals seminar in Israel, Senior Educator, Best practices, etc.

---

## EXAMPLES OF CIJE PILOT PROJECTS (across community)

### 1. "Educational Leaders Retreat" - Vanderbilt

- For whom? Principals/heads of institutions - supplementary + day school  
cross denominational
- When? April
- Why? "Kick off" of professional development for educational leaders

### 2. Lay-Professional seminar in Israel on Goals

- For whom? Chairs + professionals of CIJE, local projects + CIJE board  
members
- When? July
- Why? "Up level of discourse" so that this becomes content driven

### 3. "Best Practices Seminar"

- \* Lay leaders
- \* Educators



6 PAGES INCLUDING THE COVER  
PAGE.

11/19/93

Sunny -

Here are my unproofed  
notes from when you left.  
Please call if you have  
any questions. I will be  
in the office on Tuesday.

Roberta



Another way to get it would be representatives of all these boards. Gail said that she heard across the community. Gail wrote for educators, rabbis and lay leaders. Michal said that you might want to pilot it in different ways.

[Ginny left at 1:18 PM.]

Alan went over BP for early childhood directors. That is similar. Jane said that at the JCC we have a committee that would be ripe especially since they are young and emerging leadership. Chaim asked that since we have 40 minutes left, will we have time to deal with some of the other issues on the board.

Alan said that we have to decide at a small first cut relatively small, 15 - 20 people in one room, when you add staff and professionals that is 5 to 6 people in each community, 7 maximum, would begin to engage in these issues, the meta-questioning of goals. This is not talking just about the preferred goals. This is getting potentially into the rewarding areas. How does one play this out into a community's agenda? How do you translate the educated Jew into our community? Are there goals that are part of a community vision? We have to help you think through the questions. Chaim said that I know that there has been a lot of information, documents, I think you need to share that at least with the people around this table, so that we can sign off on it. We have heard a lot about it, but we don't know about it. Jane asked another question. Let's assume that we start with the notion of taking lay leaders and moving them along. Is this the best idea? Is this the only idea? How did it rise to the top? Alan said that this is our best idea of how to do the action before the action, to jump start track 3. Gail said that it is a pragmatic thing of using a resource that has prepared people. We can use that resource for ourselves in terms of getting something going. Jane said that this might be a premature kind of jump. To ask people to take the money to fly to Israel. Which direction would it cumulatively be better. Barry said that that is a fair question. Alan said that the major advantage of this is that there is a facility in Israel that can set this up. Ruth said that a year ago Danny and Seymour were in Mexico City, I want to know more, and see if this is the approach that could be used. Alan said that it was not satisfying. Chaim said that to develop the action plan, the three communities should understand the Goals Project. Alan said that is Louise's point. I can't imagine that any of these would not be helpful in raising the level of personnel. We will have difficulty engaging in discussions of goals and visions because of the personnel we have. Chaim said that you want to give it your best shot as opposed to nickel and diming, the risk that we are running, is that whatever we present to funding sources is the best shot that we have. Alan said that you know better than all of us, that planning should never paralyze action. This is always the big generation. We are working on the Grand Torah, so why waste our resources. I would like to think that the action plan we spent most of this seminar on will raise the quality of personnel. Chaim said that the



action plan will connect to long range action plan. Alan said that if I were in your position, a litmus test, is there anything here that would not be in my personnel action plan. Then I would drop. These should be things that are obvious. Chaim said that every item on that grid is absolutely essential, which do I focus in on? We cannot do all seven. Jane asked if CIJE can do all of them. Alan said no.

Alan asked if the end of December is sufficient time to make a decision about that. Bill said that is not much time. Michal said that I have to make a comment. It struck me that I see a disparity between what you are offering the day school directors and the supplementary school directors. I would have a hard time taking this back to my community and selling it. There is a disparity in the notion of taking one to Harvard and doing BP. Barry explained that the reason it started like this is that Gail continued that we had the educational leadership course in two tracks for day and supplementary. We thought about the feasibility and cost. Alan said it is a good issue. Lauren said that if you looked at where communal dollars is going, in Atlanta, 70% of the dollars is going to day schools. There is already the perception among congregational people that their children are getting the shaft. Ellen said that keeping in mind the goal of systemic, you want to start the conversation between day and congregational schools. In terms of content, there is absolutely no reason that they don't all sit at the table. From a skill point of view there is more in common. Alan told Ellen that we are getting into content. Alan changed the leadership course to include supplementary schools and day schools. The supplementary school program will include BP. Bill said that you keep them equal, but they don't have to sit at the same table. Alan asked again if we can have a decision on this by January 15. We need your answer about the entire menu. What is our main course. Chaim said the end of January. Alan said mid-January. Chaim said mid-January. Bill Schatten clarified that the menu should be prioritized. Alan said that each community will show which cluster you want. Janice said what if, when we go back, and come up with something else. The response was that Ellen and Barry are here.

Alan said that I have not heard anything new here today. I want to know the action on the action plan. If what happened with Michal, the inclusion of supplementary schools, then we will address that. My and Gail's visits to the communities will be times for discussion. That should not be the first time that the discussions occur. If you want, we can make a presentation. We will schedule our visits around the cycle before you have to make the decision. Michal asked if there is a work paper that she can take back to her community to show. Who develops these programs? Alan said that once there is commitment, then we will design the program with you and come up with the cost.

Alan said that one thing that struck me about the discussion, is that the level of excitement rose. Which ever way this goes, we will be involved in the content side. The ikar of this session



was the plan. There is no easy route to systemic change by doing action before action plan. Action before the action plan is confidence building. Hopefully we will move to systemic action planning in the future. We are struggling in track one, you can imagine how this will be in track three.

Alan went to the issues that were written on the paper. BP we dealt with. What is going on nationally? We should have a presentation at each of our meetings and if there is literature with it. For example, the HUC Experiment in Congregational Education. Bill said that I hope that you will be using your leverage with these. Alan said that it is clout. You also have leverage. All of you, there are people who have been presidents of large congregations in the Conservative movement, president of NATE, people on the JCCA board, there are people on the CIJE board who are on other institutions. We have action before the action plan and you do not have the capacity to serve us, and the constituencies have to speak to the denominations. It is on both sides. Bill said that everything works best coming top down. Once the rabbis understand this, then it will all fall into place. The rabbis have a great deal to say because the lay leadership come and go. Alan said that even if there was no funding going to the training institutions, it would still be part of CIJE's mandate. All the more so, if we are affecting part of the funding that goes to these institutions.

Expectations of CIJE towards LC programming, projects, and planning. CIJE expects a personnel action plan, community mobilization and action before the action plan. There is an idea that we do not have time to talk about, in A Time to Act, we talk about research, building profession, mobilization. We are thinking about it differently, through research, building profession and mobilization is that each LC is a part of that. What is happening in the LC is part of that. LC is not a discrete community, they are part of the sub-goals. To be honest, now, the LC is in the boxes called research, content, the LC make up a major part of that work. We will drive from the grassroots up and that will drive the building of the profession.

How to use various local entities? That was Louise's question. Ellen explained that it is intercoordination of resources in a given community. We lacked clarity on this and moved on.

Progress nationally regarding funding. Jane said that was ours. Alan said that I have been in contact with the Avichai foundation that is interested in day schools. We have met with the Commings Foundation that funded BP. We are talking to them about para-professionals for the supplementary schools. They also gave money to HUC for the reconfiguration project. Barry and I went to Lilly Foundation which is the third largest in the country. Alan talked about the Lilly Foundation's money going down. Our hour meeting turned into three hours. When Lilly saw A Time to Act, we were invited to come back to talk to the board of advisors. They can't believe that the Jews have gotten this consensus that the rabbis



talk to one another. I believe that when the Lilly Foundation starts to fund again, they want to have a colloquium, the notion of moving within faith communities to policy to practice. Bill asked when is the stock going up? Alan said that Bill, I want to know if Atlanta is willing to share this, I thought that taking a piggy-back on the Hebrew University meeting of which Barbara Mandel was the chairperson, to use the relationship of CIJE to bring in new leadership. How you use CIJE to build funding. I think it turned out to be very helpful.

Help with BP. We have given you answers. Ruth asked if there are pieces that are ready to help us. Alan said that before a volume is published, you can give them information. Barry said that we have had preliminary discussions. There is a lot work with people in the JCCA. I have had conversations with Steven Cohen. There are people who have been in this project already. There are conversations with day school people. There are conversations with people around college. We have done nothing yet with the youth/teenage area. We know people who could have a chat with you. Ruth asked about day high school? or supplementary high school? Michal said that shalom means hi, goodbye, how are you? I want to know what is meant by family education. Jane said that we had an hour and a half conversation with rabbis on this issue. It will mean what it means to each of us. Barry said that in the BP volumes there is some clarification of terms.

Promoting and communicating to our community on a concrete issue. Alan said that we are considered that CIJE is not a well understood story. We are meeting with someone who does PR. We want to have a least a brochure. She would write articles that we can get out to Jewish papers. Chaim said that it would help us with foundations and funding sources. Alan said that it makes me sick that Avichai put a copy of a report in everyone's packet and that it is dangerous because everyone will go home and think that day schools is it. We could have had A Time to Act and an interim report in everyone's hands.

Alan suggested Tuesday March 8 and Wednesday March 9 in Atlanta. Alan asked if we want to have two days or an evening and one day. Jane said that it has to do with our agenda. Alan thought of around 4:00 P.M. on Tuesday until 5:00 P.M. on Wednesday. Jane suggested starting at noon if it is so easy to get together, then we can have a relaxed dinner. We could go to a movie. Chaim said that some might be interested in finding out about Atlanta's Jewish community. Someone suggested having a program for two hours before the meeting on Atlanta's Jewish community.

Ellen called that data entry cost would be a few hundred dollars for in each community. I suggest each of you talking to her and send her the principal council. This is not for analysis. Alan said that we will take care of the analysis.

I want to thank everybody. We took a gamble. I am of two minds of whether or not it was a good thing. There is an advantage in



having it here as people come to the GA. We as a staff can meet with the communities while we are here. The Atlanta people thought that would be great. I think that we have gotten into the guts of our work. I know that it takes time. We are now on the action track. Where are you in the appropriate strategies? Both of us will know what we are talking about. It does not mean that everyone is going to progress at the same rate.





MINUTES: CIJE STAFF TELECONFERENCE  
DATE OF MEETING December 1, 1993  
DATE MINUTES ISSUED: December 3, 1993  
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,  
Virginia Levi (Sec'y)  
COPY: Morton L. Mandel

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I. Communication

Assignment

There was discussion about the use of CompuServe, which seems to be an effective way of communicating. Alan advised that when he is in Israel we should use his bitnet address. He will send a message to the entire CIJE group advising them of this fact.

II. Minutes

The minutes of the meetings of November 7-8, 1993 were reviewed.

- A. Alan indicated that he has been talking with the Israeli team about the paradigm shift which took place during those meetings. Those discussions will continue over the next week.
- B. With respect to the CIJE Steering Committee meeting scheduled for January 4, Ginny reported that John Colman, Chuck Ratner, and Esther Leah Ritz are all holding the date. Adam Gamoran, Steve Hoffman, and Henry Zucker are all aware of the meeting. Alan will be sure that Daniel Pekarsky knows about it.

Assignment

It was agreed that Ginny should send a note to the three subcommittee chairs confirming plans for the January 4 Steering Committee meeting and informing them of the March 16 Steering Committee and April 20-21 board meetings. We will wait to inform them of the full schedule of meetings until they have a better sense of this process.

The tentative agenda which was proposed on November 8 was discussed. It appears below:

1. Presentation on need to have total vision: discuss concept and process.
2. Present first draft of 1994 work plan.
3. Discuss definition of CIJE: relationship of Steering Committee to committees.
4. Review and discuss the committee process.

Alan will discuss the proposed agenda further with MLM. The current thinking is that we should go to the Steering Committee with



suggestions, but that it should be up to that group to make alterations and final decisions. This was discussed, in particular, in terms of the assignment of board members to committees.

Alan will have a work plan drafted for presentation at the meeting. It was suggested that we think through what we hope to accomplish at the meeting as we consider whether the agenda is appropriate. We believe that committee members should have an understanding of the proposed method of operation and should have discussed and agreed to the "paradigm shift." There should be ample opportunity for engagement as we work toward buy-in.

Alan will discuss both the agenda and the timetable with MLM on December 2.

### III. Status of New York Office

Assignment

Barry will work with Bob Fischer at JCCA on details related to the new office. He will ask Bob to assign a JCCA staff person to help. Barry will send Ginny a list of the tasks which he and Alan have developed with respect to opening the office.

Assignment

Ginny will send a note to Bob Fischer proposing that we give JCCA the two MacIntosh computers in exchange for several months' rent.

### IV. December Work Schedule

Gail's priorities for December are as follows:

Assignment

A. Follow through with Lead Community people on the outcomes of the Montreal meetings.

Assignment

B. Prepare an update on the most recent meetings in each Lead Community.

Assignment

C. Continue the conversation with Milwaukee about a summer teachers' institute at Melton.

Assignment

D. Work with Chaim Botwinick on a strategy for CIJE involvement with Machon L'Morim.

Assignment

E. With Barry, work on developing an initial plan for each pilot project that was discussed in Montreal. It was suggested that Gail and Barry discuss the pilot project development and then talk with Alan about assignments.

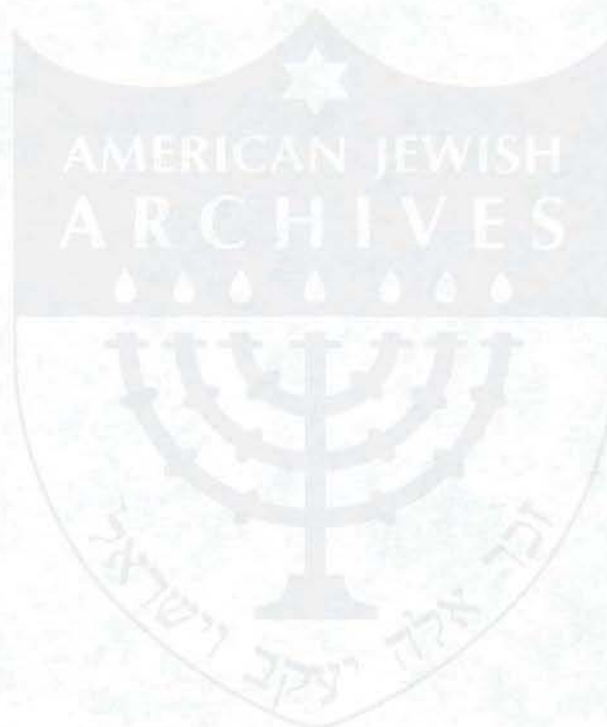
Barry and Alan scheduled a telecon for December 6 to discuss Barry's December work plan.

Assignment

Atlanta has raised some questions about the feasibility of sending community representatives to a seminar in Israel next summer. Alan will call David Sarnat to discuss this, among other topics.



- Assignment      Alan will talk with Chaim Botwinick about the possibility of discussing the Israel seminar with Lee Hendler when they meet on December 4.
- Assignment      Ginny will follow up with Stu Neidus on details of hiring of Bill Robinson.
- Assignment      Ginny will send the letter drafted by Barry to Rabbi Greenbaum at JTS notifying him that we will not require space for Barry after December 15.
- V.      The next telecon was scheduled for Tuesday, December 14 at 9:30 a.m. EST.





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/3/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send letter to Rabbi Greenbaum at JTS notifying him that CIJE will not require space for BH after December 15.		VFL	12/1/93	12/1/93	
2.	Propose to Bob Fischer that we give JCCA two MacIntosh computers in exchange for several months' rent.		VFL	12/1/93	12/2/93	
3.	Talk with Chaim Botwinick about possibility of discussing the Israel seminar with Lee Hendler when they meet on December 4.		ADH	12/1/93	12/2/93	
4.	Send a message to entire CIJE group advising them to use his bitnet address.		ADH	12/1/93	12/3/93	
5.	Work with Bob Fisher at JCCA on details for new office. Send VFL list of tasks with respect to opening the office.		BH	12/1/93	12/3/93	
6.	Follow up with Stu Neidus on details of hiring Bill Robinson.		VFL	12/1/93	12/3/93	
7.	Send a note to three subcommittee chairs confirming plans for 1/4 and 3/16 Steering Committee meetings and 4/20-21 board meeting.		VFL	12/1/93	12/8/93	
8.	With BH, work on developing an initial plan for each pilot project that was discussed in Montreal.		GD	12/1/93	12/8/93	
9.	Call David Sarnat to discuss feasibility of sending community representatives to a seminar in Israel next summer.		ADH	12/1/93	12/8/93	
10.	Check board meeting dates with the list of critical participants.		VFL	11/7/93	12/10/93	
11.	Prepare an update on the most recent meetings in each Lead Community.		GD	12/1/93	12/10/93	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 12/3/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Draft a 1994 work plan in preparation for the January 4 Steering Committee meeting.		ADH	11/7/93	12/15/93	
13.	Follow through with Lead Community people on the outcomes of the Montreal meetings.		GD	12/1/93	12/24/93	
14.	Prepare a proposed list of board member assignments to committees.		ADH	11/7/93	12/31/93	
15.	Continue the conversation with Milwaukee about a summer teachers' institute at Melton.		GD	12/1/93	1/15/93	
16.	Work with Chaim Botwinick on a strategy for CIJE involvement with Machon L'Morim.		GD	12/1/93	1/15/93	

AGENDA  
CIJE STAFF TELECON  
Dec. 14, 1993  
9:30 AM (EST)

Participants: Gail Dorph, Alan Hoffmann, Barry Holtz, Ginny Levi

- |   | <u>Assignment</u> |
|---|-------------------|
| I. Minutes of 12/1  | VFL               |
| II. Assignments of 12/1   | VFL               |
| III. Plans for 1/3 - 1/4/94   | ADH               |
| A. Goals of Meetings  |                   |
| B. Draft Agenda   |                   |
| 1. Total vision: concept & process  |                   |
| 2. 1994 Work Plan   |                   |
| 3. Definition of CIJE: Relationship of steering committee to committees               |                   |
| 4. Review and discuss committee process (including appointment of committee members?) |                   |
| 5. Review draft mission statement   |                   |
| C. Discuss and expand on raw material sheets?   |                   |
| D. Pre-meeting mailing?   |                   |
| IV. Board Meeting - 4/20-21/94  |                   |
| A. Space issue  |                   |
| B. Time to discuss agenda?  |                   |
| C. Plan camper contacts? With Steering Committee?                                     |                   |
| V. Status of New York Office  | BWH               |
| VI. Where we are on other matters   |                   |
| A. The communities  |                   |
| B. Cleveland secretary  |                   |
| C. E-mail: Where is Alan?   |                   |
| VII. Next telecon   | ADH               |

*Ginass*  
*Reform may*  
*CA set up*





PREMIER INDUSTRIAL CORPORATION

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

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OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE GENERAL

ORIGINATOR/PROJECT LEADER VFL

DATE 12/13/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Fund Raising					
2.	Public Relations					
3.	Training Institutions					
4.	Personnel/Staffing					
5.	Committees					
	a. Plans					
	b. Meetings					
	c. Agendas					



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE RAW MATERIAL: BEST PRACTICES

ORIGINATOR/PROJECT LEADER VFL

DATE 12/13/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Supplementary Schools					
2.	Early Childhood Programs					
3.	Day Schools					
4.	JCCs					
5.	Israel Experience					
6.	Adult Education Programs					
7.	College Campus Programming					
8.	Camping/Youth Programs					





PREMIER INDUSTRIAL CORPORATION

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

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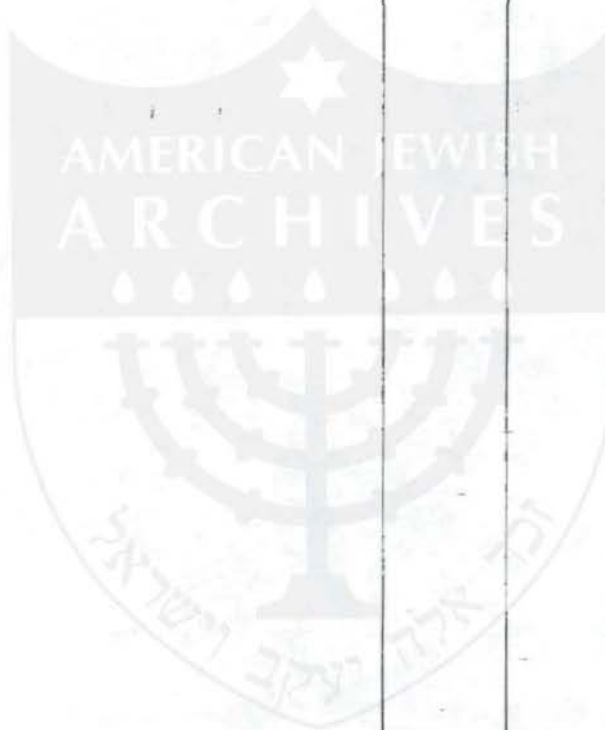
FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MONITORING, EVALUATION & FEEDBACK

ORIGINATOR/PROJECT LEADER VFL

DATE 12/13/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE RAW MATERIAL: LEAD COMMUNITIES

ORIGINATOR/PROJECT LEADER VFL

DATE 12/13/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Three to twenty-three					





Council for Initiatives  
in  
Jewish Education

Date sent: 12/16 Time sent:

No. of Pages (incl. cover): 14

To: Alan, Gail, Barry

From:

Organization:

Phone Number:

Phone Number: 216-391-1852

Fax Number:

Fax Number: 216-391-5430

Comments:

Here are the minutes + assignments.  
Am including sep. assignment sheets for  
everyone, as they'll appear in Steering  
Committee book. We need to keep  
before us what's assigned to others +  
think about whether those things need  
to be reassigned (e.g. campus).

Talk to you soon.

Barry

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING December 14, 1993

DATE MINUTES ISSUED: December 16, 1993

PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,  
Virginia Levi (Sec'y)

COPY: Morton L. Mandel

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I. The minutes and assignments of December 1 were reviewed.

A. Communications

It was noted that since we have begun using CompuServe, the number of faxes back and forth to Israel has decreased significantly. Alan will continue to use his Internet address while in Israel and will forward Internet mail to CompuServe when he plans to be on the road. He will also notify his regular correspondents how to reach him when he is traveling.

Barry reported that the first sixty messages per user per month are free. After that, there will be a charge. We will continue to monitor the cost which, to date, has been very low.

B. CIJE Work Plan

A meeting is scheduled for December 16 for Alan and MLM to talk with Seymour and Annette about the outcomes of the meeting of November 8. The issue seems to be that we have the same commitment to the Lead Communities in addition to a desire to move forward in the area of "3 to 23" and in building a national organization. What does this mean for our work agenda?

C. PR

Alan has talked with MLM about Sandy Brawarsky's proposal to begin preparing a brochure in January. It was agreed that Ginny should process a form recommending that we hire her as a consultant and that Alan will call and invite her to participate in the meetings on January 3 and 4. Ginny will provide her with details on the meeting.

D. Assignments

1. Gail and Barry have begun to develop plans for the pilot projects and will continue those conversations. At the next telecon we will go into more detail, will make specific assignments for the pilots, and will establish due dates.
2. Alan will talk with MLM about whether he should propose committee assignments for review by the Steering Committee or

Assignment

Assignment



whether we should ask the Steering Committee to determine assignments from our complete list of board members. Gail has plans to talk with Doris Schneidman and Chaim Botwinick of Milwaukee about a summer teachers institute at Melitz or Melton or in some combination. Before either of those conversations takes place, Gail and Alan will discuss the options.

## II. New York Office

### Assignment

Barry reported that everyone at JCCA has been extremely accommodating. It was agreed that Alan will prepare a letter of appreciation for MLM's signature.

#### A. Phone System

Barry reviewed the options, with basic needs being four telephone lines, four modem lines, and a separate fax line, for which the set-up fee is \$2600. Beyond this basic set-up, there are various alternatives for voice mail. Barry will send Alan a breakdown of the basic costs, will check with New York telephone to see if the same thing can be done for any less money, and will find out if the voice mail add-on could be done in the future if we discover the need.

#### B. Fax

A Pitney Bowes representative will submit a written proposal for the leasing of a plain paper copier. Barry will submit it to Alan as soon as he receives it.

#### C. Computers

Barry will meet with the computer consultant on December 15, after which there will be written recommendations.

#### D. File Cabinet

There will be file cabinets outside of the offices. There is room in the offices for additional files, but it was agreed that we should wait to order any additional furniture or equipment until we are clear on what we need. JCCA has book shelves available, if they are needed.

#### E. Dictaphone System

JCCA uses micro cassettes, which are the same as those used in Israel, but different from the ones used by Premier. It was suggested that, in order to be able to make use of JCCA secretarial support, we should probably buy dictaphones and a transcription unit which are compatible with the JCCA equipment. Barry will look into this.

F. Secretary

JCCA has advertised for a part-time secretary for CIJE and Diane Rogoff has prescreened the applications and arranged for interviews with five candidates. The secretary will work five hours a day for four days. We will plan to bring the secretary to Cleveland for two days to learn the system.

G. Miscellaneous

Bob Fischer has arranged for CIJE and the individual staff people to be listed on the building directory. JCCA has provided an electric typewriter for miscellaneous typing needs. Barry will get the details on the cost of printing and xeroxing.

Assignment

Barry will provide Alan with as much detail as possible on all of this for presentation to MLM while he is in Israel.

III. Plans for January 3-4

A. Goals

Alan suggested that we hope to accomplish the following at the meetings of January 3 and 4:

1. On January 3 -- share with staff the outcomes of conversations to take place this week and next in Israel and prepare for January 4 meeting.
2. On January 4 -- reengage lay leadership of CIJE (which has not been fully engaged since the Commission) to work on policy and structure.
3. Also on January 4 -- to make realistic decisions regarding the deployment of staff time and energy as we work with Lead Communities, 3 to 23, and the creation of CIJE as a national organization.

B. Agenda

It was felt that the following agenda items fit the goals listed above.

1. Where are we now?

It may be useful for Alan, Barry, Gail, Adam, and Daniel to prepare a written summary of current major issues for presentation by MLM or Alan.

2. Definition of CIJE: relationship of Steering Committee to committees.
3. Total vision: concept and process.



4. 1994 work plan (being drafted by Alan).
5. Review and discuss committee process (including appointment of committee members).
6. Draft mission statement. (Alan will talk with MLM about whether there should be a draft prepared in advance or we should ask the Steering Committee to develop it at the meeting.)

Assignment

C. Raw Material

We may wish to develop lists of raw material on the basis of the four committees proposed on November 8:

1. Building the profession
2. Community development
3. Content and program
4. Research and monitoring

Assignment

Alan will discuss this with MLM. We may wish to begin with the raw material sheets as currently proposed, and wait to break it down in the new fashion until such time as the Steering Committee agrees to that approach.

D. Materials to mail in advance

It was suggested that we consider mailing the following in advance of the meeting:

1. Minutes of November 7-8.
2. Minutes of the November Lead Communities Seminar.
3. One or several of Gail's update reports.

Alan will call Ginny at 3:30 p.m. on December 16 to discuss what should be sent in advance and, to the extent possible, what else belongs in the meeting books. The mailing should include a cover note which clearly states that the minutes of November 7-8 provide a basis for discussion on January 4, and that we seek the thoughts of the Steering Committee on this proposed approach.

IV. Next Telecon

The next telecon is scheduled for Monday, December 10 at 9 a.m. It will focus on the status of the New York office, preparations for January 3-4, and discussion of the plans for developing pilot projects.



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, work on developing an initial plan for each pilot project that was discussed in Montreal.		GD	12/1/93	12/20/93	
2.	Follow through with Lead Community people on the outcomes of the Montreal meetings.		GD	12/1/93	12/24/93	
3.	Continue the conversation with Milwaukee about a summer teachers' institute at Melitz [Melton].		GD	12/1/93	1/15/94	
4.	Work with Chaim Botwinick on a strategy for CIJE involvement with Machon L'Morim.		GD	12/1/93	1/15/94	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn.		SF	7/22/93	TBD	
2.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	
3.	Contact the following board members... a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	11/8/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members...  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	11/8/93	TBD	





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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	S. HOFFMAN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members... a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz		SHH	11/8/93	TBD	
2.	Talk with MLM about approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	TBD	
3.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A. HOFFMANN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Look into design of CIJE logo.		ADH	9/21/93	12/15/93	
2.	Draft a 1994 work plan in preparation for the January 4 Steering Committee meeting.		ADH	11/7/93	12/15/93	
3.	Invite Sandy Brawarsky to January 3-4 meetings.		ADH	12/16/93	12/17/93	
4.	Prepare a letter of appreciation for assistance setting up office to JCCA from MLM.		ADH	12/16/93	12/23/93	
5.	Talk with MLM about whether a draft CIJE mission statement should be prepared now or at the Steering Committee meeting.		ADH	12/16/93	12/23/93	
6.	Talk with MLM about raw material breakdown.		ADH	12/16/93	12/23/93	
7.	Prepare a proposed list of board members assignments to committees.		ADH	11/7/93	12/31/93	
8.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	
9.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ADH	7/22/93	TBD	
10.	Work with VFL on budget--start with work plan and structure.		ADH	9/21/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		ADH	9/21/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send ADH breakdown of proposed office expenses.		BH	12/16/93	12/20/93	
2.	Prepare a memo summarizing proposal on distribution of CIJE materials (Woocher - possibility).		BH	5/28/93	12/31/93	
3.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	TBD	
4.	Contact the following board members... a. Gerald Cohen b. Susan Crown c. Billie Gold d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. Matthew Maryles h. David Teutsch		BH	11/8/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Process form recommending that Sandy Brawarsky be hired as a consultant.		VFL	12/16/93	12/21/93	
2.	Revise and reprint letterhead.		VFL	9/21/93	1/15/94	
3.	Review files on financial commitments of CIJE supporters and be sure Barry Reis' records are complete.		VFL	9/21/93	1/15/94	
4.	Design and order business cards for staff.		VFL	9/21/93	2/15/94	
5.	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	TBD	
6.	Work with ADH on budget. Start with work plan and structure.		VFL	9/21/93	TBD	





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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members... a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	11/8/93	TBD	
2.	Consider establishing a finance committee.		MLM	4/7/93	TBD	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/16/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members...  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	11/8/93	TBD	





MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING December 20, 1993

DATE MINUTES ISSUED: December 21, 1993

PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,  
Virginia Levi (Sec'y)

COPY: Morton L. Mandel

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I. The minutes of December 14 were reviewed.

Alan is drafting the 1994 CIJE work plan and plans to send it to the staff group by December 23.

II. New York Office

- A. Barry has prepared a memo outlining recommendations and expenses for setting up the New York office. This will be complete as soon as he receives information from the computer consultant, at which point he will send it to Alan for review with MLM.

B. Secretary

Barry reported that the JCCA policy is not to provide benefits for half-time staff. Therefore, the candidates being interviewed have been told that the job includes no benefits.

It was agreed that January 3 is a reasonable time to ask the new person to start. We will plan a day of orientation for the new New York secretary and the new Cleveland secretary during the week of January 10. In the meanwhile, Ginny will send the box of materials which she has been holding to New York.

With respect to computers, it was noted that we have a data base which is currently on a D-base file in Israel. Alan will bring it and plan to install it here. We will have to decide who maintains the file. It can be downloaded to our PCs on a regular basis.

III. Plans for January 3 - 4

A. Agenda

The agenda for the January 4 meeting was discussed and will be discussed further in a telecon at 9 a.m. on Wednesday, December 29. Gail and Barry will call Alan. At that time, they will also schedule a meeting for January 2.

Included in the materials being sent in advance of the meeting is the mission statement drafted by Steve Hoffman in 1990. This will serve as the starting point for the development of a mission statement on January 4.



Assignment

There was some discussion of the raw material pages being prepared for the factbooks. Ginny will review the minutes of November 8 and November 15 and pull out additional items to be added to those sheets.

Alan is scheduled to meet with Esther Leah Ritz on December 21 to discuss plans for the January 4 meeting. He will also talk with her about the MEF meeting which was held in Milwaukee.

#### IV. Pilot Projects

##### A. Goals Project

Assignment

Barry and Gail have talked with Daniel Pekarsky about the development of a summer program on the goals project. Daniel plans to meet in Israel with Seymour Fox and Danny Marom to discuss and plan this further. Alan will talk to Daniel about the possibility of pushing up his trip to Israel to the final week of December. At present, it is scheduled to occur while Alan is in the States.

There is some thought that we might spend a portion of the February 9-10 meeting with representatives of the training institutions and/or denominations to talk about the goals project. This might include a presentation of plans for the summer, an indication that we are moving ahead in this area, and encouragement for the movements to work with us. At that time, we might propose a two-day consultation to take place later in the spring. It is hoped that Daniel will take a leadership role in such a meeting.

##### B. Leadership Seminar

Gail and Ellen have discussed the possibility of a four-day program (spring or summer?) which would be the jumping off point for a longer, more complex course of study which might be either a degree program or a continuing education program. They will discuss this further. At present, this would be addressed to both day school and supplementary school principals.

##### C. Implementation of Best Practices

Gail and Barry plan to discuss the development of pilot projects related to the best practices.

##### D. Senior Educators

Assignment

Nothing significant has happened in any of the Lead Communities with respect to the identification of people to participate in next year's senior educators program. Alan will talk with Howie Dietcher about the need for him to do some serious recruiting.



V. Assignments

It was agreed that we need to reassign campers to our staff, the chairs of the board committees, and people such as Steve Hoffman and Daniel Pekarsky who work closely with us.

Ginny will arrange for a meeting of Sandee Brawarsky with MLM either immediately preceding or at the conclusion of the meeting on January 4.

Ginny will send Alan a list of the items which belong on the new letterhead and he will ask the designer to propose a set-up.

Gail plans to call Lee Hendler and will talk with Chaim Botwinick before doing so.





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, work on developing an initial plan for each pilot project that was discussed in Montreal.		GD	12/1/93	1/2/94	
2.	Work with Milwaukee to plan a summer teachers' institute at Melitz [Melton].		GD	12/1/93	1/15/94	
3.	Work with Chaim Botwinick on a strategy for CIJE involvement with Machon L'Morim.		GD	12/1/93	1/15/94	
4.	Follow through with Lead Community people on the outcomes of the Montreal meetings.		GD	12/1/93	3/8/94	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn.		SF	7/22/93	TBD	
2.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	
3.	Contact the following board members... a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	11/8/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members...  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	11/8/93	TBD	







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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S. HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members...  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz		SHH	11/8/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A. HOFFMANN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk to Daniel Pekarsky about pushing his trip to Israel to the final week of December.		ADH	12/20/93	12/22/93	
2.	Talk with Howie Dietcher about the need to do recruiting for next year's senior educators program.		ADH	12/20/93	12/31/93	
3.	Look into design of CIJE logo.		ADH	9/21/93	1/2/94	
4.	Draft a 1994 work plan in preparation for the January 4 Steering Committee meeting.		ADH	11/7/93	1/3/94	
5.	Work with Atlanta on filling the position of Director of the Lead Community project.		ADH	6/16/93	1/15/94	
6.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	
7.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ADH	7/22/93	TBD	
8.	Work with VFL on budget--start with work plan and structure.		ADH	9/21/93	TBD	
9.	Develop a communications program: internal; with our board and advisors; with the broader community.		ADH	9/21/93	TBD	
10.	Work with MLM about approaching Jesselson family.		ADH	6/8/93	TBD	





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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send ADH breakdown of proposed office expenses.		BH	12/16/93	12/20/93	
2.	Prepare a memo summarizing proposal on distribution of CIJE materials (Woocher - possibility).		BH	5/28/93	1/10/94	
3.	Contact the following board members...  a. Gerald Cohen b. Susan Crown c. Billie Gold d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. Matthew Maryles h. David Teutsch		BH	11/8/93	TBD	



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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Process form recommending that Sandy Brawarsky be hired as a consultant.		VFL	12/16/93	12/21/93	
2.	Add items from minutes of November 8 and 15 to raw material pages for factbooks.		VFL	12/20/93	1/3/94	
3.	Revise and reprint letterhead.		VFL	9/21/93	1/15/94	
4.	Review files on financial commitments of CIJE supporters and be sure Barry Reis' records are complete.		VFL	9/21/93	1/15/94	
5.	Design and order business cards for staff.		VFL	9/21/93	2/15/94	
6.	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	TBD	
7.	Work with ADH on budget. Start with work plan and structure.		VFL	9/21/93	TBD	





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members...  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	11/8/93	TBD	
2.	Consider establishing a finance committee.		MLM	4/7/93	TBD	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 12/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members...  a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	11/8/93	TBD	

