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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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Box  
23

Folder  
14

Staff meetings. Minutes and assignments,  
January 1994-March 1994.

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

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MINUTES: CIJE STAFF TELECONFERENCE  
DATE OF MEETING: January 18, 1994  
DATE MINUTES ISSUED: January 21, 1994  
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz, Virginia Levi  
COPY TO: Morton L. Mandel, Richard Shatten

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I. Upcoming Meetings:

A. February 9-10 in New York

In order to take advantage of Seymour Fox and Annette Hochstein's presence in the states, we will schedule a meeting in New York to begin on Wednesday, February 9, mid-morning, and to conclude at approximately 6:00 p.m. on Thursday, February 10.

The agenda for Wednesday will focus on MEF. Alan Hoffmann will not be present, but we will plan to include him by telecon for the final hour of the meeting, probably 6:00 - 7:00 p.m.

Meetings on Thursday, February 10, will focus on building the profession and community mobilization. We will plan to include Alan by telephone at 12:00 - 1:00 p.m. and, again, at 5:00 - 6:00 p.m.

B. February 20-21

If Seymour Fox will stay in New York through the 21st, we will plan a meeting on goals for these dates, to include Daniel Pekarsky and Alan Hoffmann.

C. March 7-9 in Atlanta

The next Lead Communities Seminar is scheduled for March 8-9. We will propose a staff meeting to begin at 7:00 p.m. on March 7. In addition to Alan, Barry, Gail and Ginny, we will ask Adam Gamoran, Ellen Goldring, the 3 field researchers, Steve Hoffman, Daniel Pekarsky, and Chuck Ratner. (Alan will talk with Chuck about the Atlanta seminar and other meetings to which we are asking him and will discuss priorities, with this being the lowest.)

Open issues include the following:

1. Agenda - should we include Isa Aron?

Barry and Gail are checking with the communities for their suggestions and will prepare a preliminary agenda.

Assignment

Assignment

2. We said at the last seminar that we would offer participants the opportunity to visit segments of the Atlanta Jewish education community. Should we proceed with this and, if so, how? It was agreed that Gail will discuss this with Lauren Azoulai.

Assignment

Once the framework of the meeting is set, Ginny will prepare a letter to go from Alan to potential participants and will ask them to respond to her.

C. CIJE Steering Committee March 14-15

The CIJE staff will meet for dinner at the Holiday Inn on Monday, March 14. Participants should include Alan, Barry, Gail, Ginny, Adam Gamoran, (or Ellen Goldring?), Steve Hoffman and Daniel Pekarsky.

The staff group will plan to meet with Mort Mandel from 7:30-9 a.m. on Tuesday, March 15, at Premier. The Steering Committee meeting will be from 9:30 a.m. - 4:30 p.m. at Federation.

A proposed agenda is as follows:

1. Minutes and assignments
2. CIJE report for the year 2004 - first draft (BH)
3. Break-out groups to include committee chairs and their assigned staff people
4. 1994 work plan - second draft
5. Plans for board meeting
6. Other - TBD

Assignment

It was agreed that each staff person should be in touch with his or her chair for a preliminary discussion of committee goals prior to March 15. Ginny will suggest to Adam that he include this in his January 28 meeting with Esther Leah Ritz.

Plans are underway for a meeting in Milwaukee in early February to discuss the development of a concrete action plan based on the 3Educators Survey Report. Participants might include Gail, Barry, Steve Hoffman, Chuck Ratner and, possibly, Annette Hochstein. Alan will discuss this with the potential participants. It may be that the approach determined for this meeting should be discussed by the Steering Committee as another agenda item.



## D. Board Meeting, April 20-21

The present suggestion for these two days of meetings is to break them down as follows:

Wednesday, April 20

11:00 a.m. - 5:00 p.m.	Steering Committee - CIJE offices
6:00 p.m.	Executive Committee Dinner
8:15 p.m.	Opening Session for Board and Guests, including Commissioners

This would include a short update of CIJE activities and a major speaker, to be recommended by Alan, Barry and Gail. It would be followed by coffee and cake.

(Location of dinner and evening session to be determined.)

Thursday, April 21

9:00 a.m.	Study Session for Board and Guests
9:45 a.m.	Committees Meet
12:30 p.m.	Lunch
2:00 - 4:00 p.m.	Board Meeting

Barry will check with the Jewish Museum to determine whether space might be available for the Executive Committee dinner and opening session on April 20 and to confirm availability for April 21. (Later: It appears that this space would be available to us only at significant cost. Barry is looking into alternatives.)

## Assignment

As soon as the location and major speaker have been resolved, Ginny will prepare a letter inviting board members to attend.

II. Committee Assignments

Alan and Mort had done a tentative division of the board into committees. The only suggestion from the staff was to reassign Susan Crown to the Content Committee and Tim Hausdorff to Research.

## Assignment

Gail will submit her suggestions for the assignment of Lead Community lay people to committees. Ginny will then submit the revised recommended lists to Steve Hoffman and Mort Mandel. Following their reactions, Alan will propose them to the committee chairs. At the same time, Alan is looking for other people who might be assigned to the committees.

## Assignment

Ginny will prepare a grid of current Board members by age, gender, major city, and religious stream. Alan will then talk with Steve about how to fill gaps.



III. Miscellaneous

- Assignment A. Ginny will prepare an approval form for the purchase of computers for New York and will submit it first to Stu Neidus and then to Mort Mandel.
- Assignment B. Alan is having letterhead and business cards designed in Israel. Camera-ready copy will be submitted to Ginny, who will take responsibility for getting it printed. We agreed to print a substantial amount of letterhead without the names of board members and to overprint a small quantity with the names. In this way, we can keep up with changes without wasting paper.
- C. Alan and Ginny will discuss a schedule for Alan's next visit on a telecon, Friday, January 21, at 9:30 a.m.



- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 1/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask lead communities for their agenda suggestions for the next seminar and, with BH, draft agenda.		GD	1/18/94	1/29/94	
2.	Develop pilot project on early childhood education project on Best Practices.		GD	1/4/94	2/15/94	
3.	Contact Mort Mandel for preliminary discussion of committee goals prior to March 15.		GD	1/18/94	3/1/94	
4.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	



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

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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 1/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Submit suggested board committee assignments to MLM & SHH for their reactions.		VFL	1/18/94	1/24/94	
2.	After framework of lead communities seminar is set, prepare letter to potential participants with RSVP to VFL.		VFL	1/18/94	1/29/94	
3.	Draft invitation letter to April board meeting.		VFL	1/18/94	2/4/94	
4.	Prepare approval form for purchase of computers for New York office and submit to Stu Neidus and MLM.		VFL	1/18/94	2/10/94	
5.	Arrange for printing of CIJE letterhead and business cards.		VFL	1/18/94	2/25/94	



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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 1/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Determine if Jewish Museum has space available for Executive Committee dinner and opening session 4/20 and Board meeting on 4/21. If not, check with alternatives.		BH	1/18/94	1/29/94	
2.	Contact John Colman for preliminary discussion of committee goals prior to March 15.		BH	1/18/94	3/1/94	

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FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	A. HOFFMANN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	1/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Chuck Ratner about meetings we'd like him to attend.		ADH	1/18/94	1/24/94	
2.	Submit suggested committee assignments to committee chairs for their reactions.		ADH	1/18/94	2/4/94	
3.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	2/20/94	
4.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	3/1/94	
5.	Contact Chuck Ratner for preliminary discussion of committee goals prior to March 15.		ADH	1/18/94	3/1/94	
6.	Develop descriptive brochure for CIJE.		ADH	9/21/93	3/15/94	
7.	Prepare draft of CIJE desired ten year outcomes for review by Steering Committee.		ADH	1/4/94	3/15/94	

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: February 1, 1994

DATE MINUTES ISSUED: February 4, 1994

PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz, Virginia Levi

COPY TO: Morton L. Mandel, Richard Shatten

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I. The minutes and assignments of January 18 were reviewed.

II. New York Office Set-Up

- Assignment
- A. It was reported that the computers are in and partially set up. Barry ordered a set of CompuServe for the office, and Ginny is to arrange to get an account for the office. Barry noted that the staff will need some training on the use of Windows and the network being installed.
  - B. It was agreed that if Kathy is unable to get to work, she is to call Barry or, if he is out of town, Gail. If neither is available, she will call Ginny in Cleveland. Whoever is contacted will E-mail the other staff to notify them of Kathy's absence.
  - C. The telephone system is generally working, with some fine tuning still to be done. Barry will arrange to route Alan's voice-mail to Kathy so that she can relay messages to him when he is away.
  - D. It was agreed that when CIJE meetings occur in New York, Kathy is to be available to provide support. She will also take the lead, working with Ginny, on New York logistics.

III. Plans for MEF and Goals Meeting - February 10-11, 1994

A. MEF

This meeting will begin at 9:00 on Thursday, February 10, at the CIJE office in New York. The time from 9 - 5 will be spent on MEF. Adam and Annette are preparing an agenda. We believe it will focus on the following issues:

1. Status of community reports
2. Mobilization reports
3. 1994 work plan; the role of the field researchers



It was agreed that Ginny would E-mail to Adam our understanding that he is preparing the agenda and will take it to the meeting. She will also ask him to distribute the following documents to meeting participants in advance:

1. Newest draft of Educators Survey and Executive Summary - if ready in time
2. Milwaukee mobilization report (with comments, if Adam feels this is appropriate)
3. Baltimore mobilization report
4. Outline of '93-'94 MEF work plan

Assignment

Gail will see that several copies of the Milwaukee data are available at the meeting.

Alan indicated that he has suggested the establishment of an MEF advisory committee to meet three times per year for planning and evaluation of the quality of the work of the MEF team relative its annual work plan.

During the day on February 10, phone calls will be made to Alan at 2:00 PM and 4:30 PM to provide him with an update and summary on the discussion. These calls will be placed to Alan at home.

B. Goals Session

The discussion on goals will convene at 7:00 PM at Gail's apartment. Dan Pekarsky and Seymour Fox are working on an agenda. Alan will follow up with them to confirm its completion. Ginny will check with Dan to determine what materials are to be sent in advance. Alan will call at 10:00 PM for an update.

It was suggested that Seymour, Annette, Gail, Barry and Ginny meet for an hour at the conclusions of the meetings on Friday.

IV. Lead Communities Seminar - Atlanta

A staff meeting is scheduled to take place at the Wyndham Hotel at 7:00 PM on Monday, March 7, and to reconvene the next morning. Optional visits to Jewish institutions in Atlanta are being offered for the morning of March 8. The group will gather for lunch at 12:30 and convene for meetings at 2:00 PM. Ginny has prepared a memo notifying people of the schedule and locations of various events. It was noted that the field researchers need more information on what is happening within CIJE.

The agenda is not yet set, but Gail has the input of each of the communities. It appears that the afternoon session will focus on goals. The evening may be used for participants to get to know one another and

to express their concerns and identify issues they are facing. We will ask Steve Hoffman to lead a discussion on processing reports with communities.

Discussion focused on the possibility of a session Wednesday morning on the supplementary school. Isa Aron might provide a report on the work Hebrew Union College is doing to "reconfigure the congregational school." It was suggested that she provide a general overview and that we ask one of the writers of a Best Practice report and a principal of a Best Practice school to join Isa on a panel to discuss specifics. Gail and Barry will work further on this.

Assignment

Assignment

Alan will talk with David Sarnat about the possibility of additional lay participation from Atlanta, and with all three execs about who will represent their communities. He will suggest to Rick Meyer that Ina Regosin be invited.

It was noted that Adam is not available to come to either the Atlanta meeting or the steering committee meeting the following week. Alan will try to persuade Ellen Goldring to do both.

V. CIJE Steering Committee - Cleveland - March 14-15

As noted previously, the CIJE staff will meet for dinner at the Holiday Inn on Monday, March 14. The group will meet with Mort Mandel on Tuesday, March 15, from 7:30 - 9:00 AM at Premier. The steering committee meeting will be at the Jewish Community Federation from 9:30 AM - 4:30 PM.

The agenda remains as previously proposed:

- A. Minutes and assignments
- B. CIJE report for the year 2004 - first draft (BH)
- C. Break-out groups to include committee chairs and their assigned staff people
- D. 1994 work plan - second draft
- E. Plans for board meeting
- F. Other - TBD

Adam is unable to attend this meeting and it is not clear whether Ellen will be there. Alan will consider asking Adam to talk with Esther Leah Ritz in advance of the meeting in place of the break-out groups planned for March 15.

Barry reminded us that he must leave by 2:45.

VI. Board Meeting - New York - April 20-21

The plan for Wednesday, April 20, is as follows:

- 11:00 AM - 5:00 PM - Steering Committee - CIJE Offices
- 6:00 PM - Executive Committee Dinner - UJA Federation
- 8:15 PM - Opening Session for Board & Guests, including Commissioners - UJA Federation



Assignment

Barry is preparing a memo suggesting a high level dialogue on the role of the university in Jewish education and the future of the Jews, which might be presented by Arnie Eisen and Henry Rosofsky for the opening session. He will send the memo to Alan, who will discuss it with Seymour Fox and Mort Mandel.

It was suggested that, in addition to board members, we invite the following to the evening session: Senior policy advisors, lay and professional leaders from the lead communities, lay and professional leaders from communities we are considering working with in the near future.

Plans for Thursday, April 21, are as follows:

9:00 AM	Study session for board and guests
9:45 AM	Committees meet
12:30 PM	Lunch
2:00 - 4:00 PM	Board meeting

Assignment

Several possible leaders for the morning study session were proposed. Barry will consider the recommendations and submit a proposal to Alan.

The issue of location for this meeting remains open. Barry will try to resolve the matter of the availability of space at Columbia University for the day. An alternative may be the Harvard or Princeton Club. It was agreed that the issue of location must be resolved as quickly as possible.

- VII. We have a proposal from Ellen Goldring to hold the Principals' Institute at Vanderbilt in April. Before accepting this proposal, Gail was asked to look into possible alternatives, at least for comparison and possibly for use. So far, it does not appear that the right connection can be made with Harvard. Alan suggested that Gail call Barbara Neufeld to see if she can be helpful. Gail had a call in to Pearl Kane at Columbia Teachers College and will report on the outcome.

Assignment

- VIII. The next telecon was scheduled for Monday, February 7, at 9:00 am EST.



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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/1/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Barbara Neufeld to discuss leadership training options at Harvard.		GD	2/1/94	2/7/94	
2.	With BH, develop agenda for next Lead Communities seminar.		GD	2/1/94	2/7/94	
3.	Make available several copies of the Milwaukee mobilization report for the MEF meeting.		GD	2/1/94	2/10/94	
3.	Develop pilot project on early childhood education project on Best Practices.		GD	1/4/94	2/15/94	
4.	Contact Mort Mandel for preliminary discussion of committee goals prior to March 15.		GD	1/18/94	3/1/94	
5.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	



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CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE

A. HOFFMANN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

2/1/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Chuck Ratner about meetings we'd like him to attend.		ADH	1/18/94	1/24/94	
2.	Submit suggested committee assignments to committee chairs for their reactions.		ADH	1/18/94	2/4/94	
3.	Talk with DP about goals project agenda.		ADH	2/1/94	2/7/94	
4.	Talk with the 3 federation execs about representation at the March seminar.		ADH	2/1/94	2/10/94	
5.	Redraft 1994 work plan and send to		ADH	1/4/94	2/20/94	
6.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	3/1/94	
7.	Contact Chuck Ratner for preliminary discussion of committee goals prior to March 15.		ADH	1/18/94	3/1/94	
8.	Develop descriptive brochure for CIJE.		ADH	9/21/93	3/15/94	

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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/1/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare memo suggesting speakers for opening session of board meeting. Send to ADH for discussion with SF and MLM.		BH	2/1/94	2/4/94	
2.	With GD develop agenda for March Lead Communities Seminar.		BH	2/1/94	2/7/94	
3.	Submit a proposal to ADH on possible leaders for morning study session.		BH	2/1/94	2/7/94	
4.	Contact John Colman for preliminary discussion of committee goals prior to March 15.		BH	1/18/94	3/1/94	
5.	Prepare draft of CIJE desired ten year outcomes for review by Steering Committee.		BH	1/4/94	3/15/94	



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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/1/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Submit suggested board committee assignments to MLM & SHH for their reactions.		VFL	1/18/94	2/08/94	
2.	Draft invitation letter to April board meeting.		VFL	1/18/94	2/8/94	
3.	Prepare approval form for purchase of computers for New York office and submit to Stu Neidus and MLM.		VFL	1/18/94	2/10/94	
4.	Arrange for CompuServe account for New York office.		VFL	2/1/94	2/10/94	
5.	Arrange for printing of CIJE letterhead and business cards.		VFL	1/18/94	2/25/94	

MINUTES: CIJE STAFF TELECONFERENCE  
DATE OF MEETING: February 7, 1994  
DATE MINUTES ISSUED: February 9, 1994  
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz, Virginia Levi  
COPY TO: Morton L. Mandel, Richard Shatten

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

II. New York Office

A. Computers - All computers are in with the exception of Gail's laptop. After that arrives, the network will be set up. Ginny has arranged for a CompuServe account, but there seems to be some difficulty accessing it. She will follow up.

Assignment

B. Barry will talk with Julie Tammivaara and Roberta Goodman about how to use CompuServe.

C. It was reported that the phone system is working as well as it can unless we wish to recommend an upgrade.

III. Plans for MEF and Goals Meeting - February 10-11, 1994

Alan has been in touch with Annette and Adam, who are working on the agenda. Gail has also sent Adam a message asking for guidance to help her in chairing that portion of the meeting. Ginny will follow up with Adam on materials for distribution in advance of the meeting.

Materials for the goals session of the meeting are now available and Ginny will distribute them.

We confirmed that the group will call Alan at 2:00 PM and 4:30 PM on Thursday, February 10, and that Alan will call Gail's home at 10:00 PM on Thursday for a report on the goals session.

IV. Lead Communities Seminar - Atlanta, March 7-9, 1994

1. The staff meeting will begin at 7:00 PM on March 7, as previously announced. We will develop an agenda for that meeting following the MEF and Goals sessions in New York.

2. The basic schedule of the seminar is as originally planned. Gail and Barry are still working to finalize the agenda. At present it is as follows:



a) Tuesday, March 8

12:30 - 2:00 PM - Luncheon and community speaker  
 2:00 - 5:00 PM - Discussion of goals  
 6:00 - 10:00 PM - Community reports - updates, concerns, questions; moving from survey to plan. (Alan will ask Steve Hoffman to lead this session. Gail will send Alan a memo detailing what this might involve.)

Assignment  
 Assignment

b) Wednesday, March 9

Panel Presentation on Supplementary Schools. Participants: Isa Aron, Carol Ingall, and possibly one more person.

Assignment

Gail and Barry will discuss who might join Isa and Carol on the panel and submit their proposal to Alan.

c) Alan will talk with the 3 Federation execs about who will represent their communities at the seminar.

Alan is leaving his schedule on March 7 somewhat open until he talks with Dave Sarnat. He would like to meet with Steve Chervin, if Dave agrees, and wants to make himself available for meetings Dave may wish to set up.

V. CIJE Steering Committee - Cleveland - March 14-15

The tentative agenda is as previously stated. Alan will review this with MLM on February 13. Barry will work on the ten year total vision during the week and will talk with Alan about it before his conversation with MLM. In addition, Alan will talk with Adam about meeting with Esther Leah Ritz in advance to plan for the April board meeting.

Ginny will fax the list of proposed committee assignments to Steve Hoffman so he has it for a phone conversation with Alan later today (February 7). There was some concern with inviting Lee Hendler, not a leader of the CIJE process in any of the communities, to serve on a committee. It was concluded that if she participates in the lead communities seminar in Atlanta in March, this would not be a problem.

The draft agenda remains as follows:

- A. Minutes and assignments
- B. CIJE report for the year 2004 - first draft (BH)
- C. Break-out groups to include committee chairs and their assigned staff people
- D. 1994 work plan - second draft
- E. Plans for board meeting
- F. Other - TBD



VI. Board Meeting - New York - April 20-21

The tentative schedule for the two days is as follows:

Wednesday, April 20

11:00 AM - 5:00 PM - Steering Committee - CIJE Offices  
 6:00 PM - Executive Committee Dinner - UJA Federation  
 8:15 PM - Opening Session for Board & Guests, including  
 - Commissioners - UJA Federation

Thursday, April 21

9:00 AM - Study Session for board and guests  
 9:45 AM - Committees meet  
 12:30 PM - Lunch  
 2:00 - 4:00 PM - Board meeting

Ginny will give Seymour Fox a copy of Barry Holtz's memo on the opening session and ask Seymour if Alan might call him on the morning of February 8 to discuss this.

Once a speaker for the evening session has been selected, we will work on plans for the study session on the morning of the 21st. It appears that the best model would be for the evening speaker to lead the study session the next morning. An alternative might be for one of the Judaic professionals on the board to lead the morning session and to ask a board lay member to do the D'var Torah at the conclusion of the day.

It was reported that the issue of location for the meeting on April 21 is not yet resolved. Ginny and Barry will continue to work on this.

VII. Principals' Institute

Gail has been trying to get information on alternatives to the Vanderbilt proposal, for the purpose of comparing costs as well as broadening our options. It appears that Columbia could work with us on this but that the person we wish to work with, Pearl Kane, is not available to lead it. Gail will talk with Barbara Neufeld of Harvard. Once we have an idea of what is available there, it was agreed that we should make a quick decision on whether to proceed and, if so, with which option. We won't know the degree of community interest until we can provide them with such details as date, time, location, and cost.

Gail and Alan will discuss this on February 9. Gail will prepare a memo on the options once she has spoken with Barbara Neufeld.

VIII. Milwaukee

Alan, Gail and Steve Hoffman had a telecon with Milwaukee on February 3 to discuss how to introduce the policy report to the community. Gail

will to talk with Ruth Cohen about possible times and dates for a meeting of a CIJE group with a Milwaukee group.

IX. The next telecon was scheduled for Monday, February 14, at 2:00 PM, EST.





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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/7/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Barbara Neufeld to discuss leadership training options at Harvard.		GD	2/1/94	2/7/94	
2.	Call Ruth Cohen for possible times and dates for meeting of CIJE group with Milwaukee group.		GD	2/7/94	2/9/94	
3.	Make available several copies of the Milwaukee data analysis for the MEF meeting.		GD	2/1/94	2/10/94	
4.	With BH, develop agenda for next Lead Communities seminar.		GD	2/1/94	2/11/94	
5.	With BH, discuss who might join Isa Aron and Carol Ingall on supplementary school panel and submit proposal to ADH.		GD	2/7/94	2/11/94	
6.	Prepare memo detailing what Steve Hoffman should present at meeting.		GD	2/7/94	2/11/94	
7.	Contact Mort Mandel for preliminary discussion of committee goals prior to March 15.		GD	1/18/94	3/1/94	
8.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	





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FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	A. HOFFMANN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	2/7/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with the 3 federation execs about representation at the March seminar.		ADH	2/1/94	2/10/94	
2.	Talk with Chuck Ratner about meetings we'd like him to attend.		ADH	1/18/94	2/11/94	
3.	Ask Steve Hoffman to lead session.		ADH	2/7/94	2/11/94	
4.	Submit suggested committee assignments to committee chairs for their reactions.		ADH	1/18/94	2/11/94	
5.	Talk with Julie Tammivarra and Roberta Goodman about how to use CompuServe.		ADH	2/1/94	2/11/94	
6.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	2/20/94	
7.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	3/1/94	
8.	Contact Chuck Ratner for preliminary discussion of committee goals prior to March 15.		ADH	1/18/94	3/1/94	
9.	Develop descriptive brochure for CIJE.		ADH	9/21/93	3/15/94	



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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/7/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With GD discuss who might join Isa Aron and Carol Ingall on the panel and submit proposal to ADH.		BH	2/7/94	2/11/94	
2.	With GD develop agenda for March Lead Communities Seminar.		BH	2/1/94	2/11/94	
3.	Contact John Colman for preliminary discussion of committee goals prior to March 15.		BH	1/18/94	3/1/94	
4.	Prepare draft of CIJE desired ten year outcomes for review by Steering Committee.		BH	1/4/94	3/1/94	



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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/7/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Submit suggested board committee assignments to MLM & SHH for their reactions.		VFL	1/18/94	2/11/94	
2.	Draft invitation letter to April board meeting.		VFL	1/18/94	2/15/94	
3.	Arrange for printing of CIJE letterhead and business cards.		VFL	1/18/94	2/25/94	

AMERICAN JEWISH  
ARCHIVES



MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: February 14, 1994

DATE MINUTES ISSUED: February 17, 1994

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

COPY TO: Morton L. Mandel, Richard Shatten

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I. New York Office

- A. WordPerfect software is being installed and arrangements have been made for training.
- B. Arrangements will be made to get a workable transcriber. This was included in the technology approval which has been processed.
- C. An overall technology plan and budget need to be prepared to include 1994 needs for MEF as well as the Cleveland, New York, and Israel offices.
- D. Sandee Brawarsky continues to work on a brochure for CIJE. She will be talking with Barry Holtz about its status.

II. Review of February 10-11 MEF/Goals Meeting

It was noted that there was wide ranging discussion at these meetings, but that no final decisions were made nor actions taken. Both Adam Gamaron and Daniel Pekarsky plan to summarize their segments of the meeting and submit their notes to Ginny, who will use them as the basis for meeting minutes.

III. Lead Communities Seminar - Atlanta, March 7-9, 1994

- A. The concept of joint lead community meetings was discussed. It was agreed that during upcoming visits to the communities, we will try to get a sense of the value of these seminars to the communities. We may want to consider bringing together the professional staff of the lead communities with the professional staff of CIJE for periodic full day meetings.
- B. Schedule
  - 1. The presentation on goals has been scheduled for Tuesday afternoon to accommodate Daniel Pekarsky's tight schedule.

2. The evening session will now be devoted to the panel presentation on supplementary schools. In addition to Isa Aron and Carol Ingall, Stuart Seltzer will serve on the panel.
3. Wednesday will be devoted to community reports and a discussion of community mobilization. The plan is to provide communities with ample opportunity for give and take during this session.

#### C. Assignments

Assignment

1. Alan will talk to Steve Hoffman about our hopes that he will lead the Wednesday morning session.

Assignment

2. Alan plans to talk with Rick Meyer and Dave Sarnat about participation from their communities. He will wait to call Darrell Friedman until Chaim Botwinick and Gail have spoken about Baltimore representation.

Assignment

3. Steve Chervin, the new Atlanta pro for CIJE, plans to attend. Ginny will talk with Lauren Azoulai about where he will stay.
4. Gail and Barry will get the agenda to Ginny as soon as it is ready.

#### IV. Principals' Institute

Gail had a telecon with the professional staff of the lead communities to discuss the proposed institute. They concluded that April is too soon and proposed the week of October 16. While this does not meet our aim to get action early, it does provide enough lead time to insure adequate participation, to allow for appropriate budgeting, and to permit more complete planning of the program.

It was suggested that we hold preliminary session in June for principals in each lead community as preparation for the October institute. It might be possible to do a program on the issue of change and use a best practice example as a case study.

There was general discussion about the slow pace of concrete action in the lead communities. It was suggested that in parallel with our lead community work, CIJE consider holding a national conference to gain broader exposure and participation. One possible topic would be the best practice project vis a vis the supplementary school and our sense of how to move to action. It was also suggested that with additional lead time for the leadership seminar, we might wish to reconceptualize it and open it up to principals from communities other than the lead communities.

#### V. Milwaukee Education Report

There was discussion on the status of the executive summary. It was concluded that Adam should be in touch with Annette for guidance on how to put the executive summary in final form.



Assignment

There is some concern about the relationship with Data Demographics, the firm that is tabulating the surveys for Atlanta and Baltimore. Alan will be in direct contact with Ellen about this.

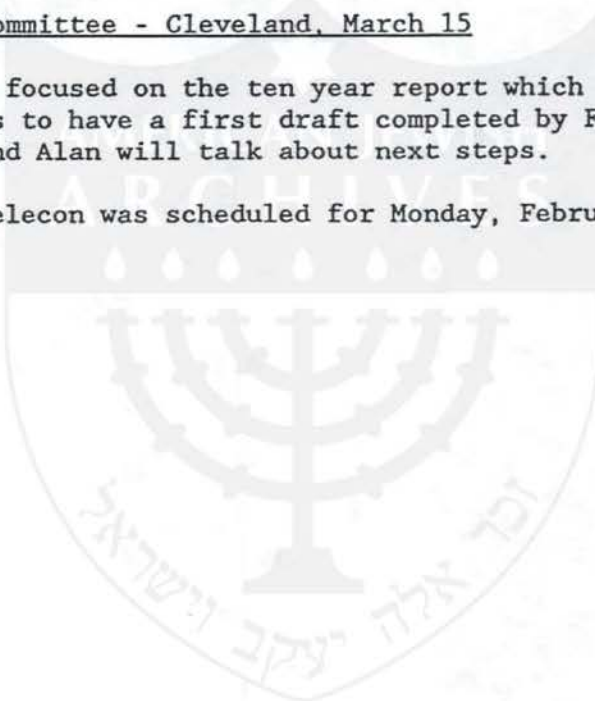
VI. Board Meeting - New York, April 20-21

- A. This meeting was briefly discussed. We were reminded that the election of board members should take place during the meeting.
- B. A decision should be made soon about whether to hold the public session on the evening of April 20 and, if so, on a speaker.
- C. Ginny continues to work on location.

VII. Steering Committee - Cleveland, March 15

Discussion focused on the ten year report which Barry is drafting. Barry hopes to have a first draft completed by February 18, at which point he and Alan will talk about next steps.

VIII. The next telecon was scheduled for Monday, February 21, at 8:30 AM EST.







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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/14/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, develop agenda for next Lead Communities seminar.		GD	2/1/94	2/17/94	
2.	Prepare memo detailing what Steve Hoffman should present at meeting.		GD	2/7/94	2/17/94	
3.	Contact Mort Mandel for preliminary discussion of committee goals prior to March 15.		GD	1/18/94	3/1/94	
4.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	



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FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	A. HOFFMANN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	2/14/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Steve Hoffman to lead a session at Atlanta seminar.		ADH	2/7/94	2/15/94	
2.	Submit suggested committee assignments to committee chairs for their reactions.		ADH	1/18/94	2/16/94	
3.	Talk with Chuck Ratner about meetings we'd like him to attend.		ADH	1/18/94	2/18/94	
4.	Talk with Rick Meyer and Dave Sarnat about participation from their communities in March seminar.		ADH	2/14/94	2/18/94	
5.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	2/20/94	
6.	Discuss with Ellen Goldring relationship with Data Demographics.		ADH	2/14/94	2/21/94	
7.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	3/1/94	
8.	Contact Chuck Ratner for preliminary discussion of committee goals prior to March 15.		ADH	1/18/94	3/1/94	
9.	Develop descriptive brochure for CIJE.		ADH	9/21/93	3/15/94	





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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/14/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With GD develop agenda for March Lead Communities Seminar.		BH	2/1/94	2/17/94	
3.	Contact John Colman for preliminary discussion of committee goals prior to March 15.		BH	1/18/94	3/1/94	
4.	Prepare draft of CIJE desired ten year outcomes for review by Steering Committee.		BH	1/4/94	3/1/94	





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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/14/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Lauren Azoulai regarding where Steve Chervin will stay during March seminar.		VFL	2/14/94	2/18/94	
2.	Draft invitation letter to April board meeting.		VFL	1/18/94	2/21/94	
3.	Arrange for printing of CIJE letterhead and business cards.		VFL	1/18/94	2/25/94	

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: February 21, 1994

DATE MINUTES ISSUED: February 28, 1994

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

COPY TO: Morton L. Mandel, Richard Shatten

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I. The minutes of February 14 were reviewed.

II. Personnel Action Plan

A first draft of a Personnel Action Plan was prepared by Barry and Gail and sent by E-mail to Alan and Ginny. Alan noted that we can now go into the communities with something concrete. This provides a menu of options for a lead community. It will be the basis of one of the sessions in Atlanta.

III. Milwaukee Education Report

A telecon took place on February 20 during which plans for a meeting in Milwaukee on February 23 were discussed. An open issue appears to be how to work through the Milwaukee community process to conclude with a focus on personnel. It was noted that this need not preclude the work of the other task forces, and might even move that work forward. Chuck Ratner had suggested that Milwaukee should be able to support a personnel action plan with local funding.

It was agreed that when Alan speaks with Rick Meyer, he will ask him to invite Esther Leah Ritz to participate in the February 23 meeting.

IV. Lead Communities Seminar - Atlanta - March 7-9, 1994

A. Agenda

Gail agreed to E-mail the draft agenda to Alan and Ginny. Ginny is to wait for Alan's approval and will then forward the draft to Lauren Azoulai, Chaim Botwinick, and Ruth Cohen for their reactions.

Ginny will call Steve Hoffman and ask if he could get to Atlanta for a morning session on Wednesday, March 9, which we hope he will lead. If he agrees, Gail will call Steve and provide him with a summary of the goals of the session.

The evening session, at which three consultants will speak about best practices in supplementary schools, is all set. It was

Assignment



suggested that we may wish to have lay people from the communities lead the various sessions. This needs to be discussed further.

B. Attendance

1. Atlanta

Alan plans to have another conversation with David Sarnat about Atlanta lay representation. We know that Lauren Azoulai, Janice Alper, Bill Schatten and Steve Chervin plan to participate. (Later: In addition, Arnold Sidman will join us).

2. Baltimore

Chaim Botwinick is the only person whose attendance is confirmed. Ilene Vogelstein may also come. Gail plans to be in Baltimore later in the week and will confirm this with Chaim and let Ginny know.

3. Milwaukee

We have confirmation that Ruth Cohen, Jane Gellman and Louise Stein plan to attend. When Gail and Alan are in Milwaukee later in the week, they will try to convince them to include Ina Regosin, as well.

C. Miscellaneous

It was agreed that this format of joint meetings of the three communities may not be the most effective use of either our time or theirs. During the Atlanta seminar, an opportunity will be found to indicate that we will most likely take a different approach in the future. It was agreed to consider the possibility of asking Chaim Botwinick to raise this issue.

Details on the Goals Seminar in Israel should be ready for presentation at the seminar. We may wish to ask a Milwaukee lay leader to chair the session on goals.

V. Principals Institute

Gail and Alan will plan to meet with Pearl Kane in New York and with Ellen Goldring in Atlanta to discuss thoughts about this institute. In addition, Gail has the names of several other sources of leadership education.

At the Atlanta seminar, information will be provided about this institute. We will ask for community commitments at that time.

Assignment

Assignment



VI. Board Meeting - New York - April 20-21, 1994

A. Meeting Space

The 92nd Street Y was anxious to be helpful, but Barry visited the space and concluded that it is not appropriate for our use. Barry is renewing the request for use of space at Columbia and Ginny is checking with several hotels. In addition, Barry will talk with Beverly Gribitz about the possibility of using space at Ramaz. He will also talk with people he knows about the availability of the Graduate Center and the New York Public Library.

B. Agenda

It appears unlikely that we will try to hold an evening lecture on April 20. We would like to begin the day on April 21 with a study session. A number of potential presenters were considered. It was concluded that Yehuda Reinhartz of Brandeis University was the best option of people who wouldn't have to come a great distance. Barry will talk with Susan Chevitz to find out whether he would be a good presenter.

VII. Miscellaneous

- A. Ginny was advised to distribute the edited version of the December and January update on lead communities.
- B. Sandee Brawarsky is working on a CIJE brochure. We will add her to the list of people for Alan to meet with when he is in New York.
- C. A decision should be made about whether Gail will attend the Milwaukee Task Force at the conclusion of the February 23 meeting in Milwaukee.
- D. No next telecon was scheduled because of Alan's eminent arrival in the states.



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SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare memo detailing what Steve Hoffman should present at meeting.		GD	2/7/94	2/25/94	
2.	Confirm with Chaim Botwinick if Ilene Vogelstein is planning to attend Atlanta seminar and let Ginny know.		GD	2/21/94	3/2/94	
3.	With ADH meet with Pearl Kane in N.Y.		GD	2/21/94	3/17/94	
4.	Contact Mort Mandel for preliminary discussion of committee goals prior to March 15.		GD	1/18/94	3/1/94	
5.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	

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SUBJECT/OBJECTIVE A. HOFFMANN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	2/25/94	
2.	Discuss with Ellen Goldring relationship with Data Demographics.		ADH	2/14/94	2/25/94	
3.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	3/1/94	
4.	Contact Chuck Ratner for preliminary discussion of committee goals prior to March 15.		ADH	1/18/94	3/1/94	
5.	Develop descriptive brochure for CIJE.		ADH	9/21/93	3/15/94	
6.	With GD meet with Pearl Kane in N.Y.		ADH	2/21/94	3/17/94	



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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 2/21/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact John Colman for preliminary discussion of committee goals prior to March 15.		BH	1/18/94	3/1/94	
2.	Prepare draft of CIJE desired ten year outcomes for review by Steering Committee.		BH	1/4/94	3/1/94	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft invitation letter to April board meeting.		VFL	1/18/94	3/2/94	
2.	Arrange for printing of CIJE letterhead and business cards.		VFL	1/18/94	3/4/94	



3/17/94

DECISIONS FROM CIJE STAFF TEAM MEETING OF MARCH 7, 1994, ATLANTA

Attendance: Gail Dorph, Ellen Goldring, Roberta Goodman, Alan Hoffmann,  
Barry Holtz, Virginia Levi, Bill Robinson, Julie Tammivaara

- A. We will consider reprinting the covers of the Best Practices books to deemphasize the Lead Communities project.
- B. Should we monitor Cleveland's process as they conduct the Educators Survey?
- C. Gail's Lead Community reports should go to the entire MEF team as well as to the CIJE Steering Committee.
- D. It is important for the field researchers to know when core staff will be in the Lead Communities. The Cleveland office will see that Alan's, Gail's and Barry's schedules are forwarded to the field researchers.
- E. At some point in the future we should discuss the feedback function of the field researchers. It was noted that for now the investment of time and energy in feedback is useful, but it may not be in the future.
- F. We should think again about the concept of a line of credit for utilization of CIJE staff time by Lead Communities.
- G. An issue for consideration by the MEF Advisory Committee is an informal educator survey.
- H. Is there a relationship between the personnel action plan, the goals project, and institutional profiles?



MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: March 22, 1994

DATE MINUTES ISSUED: March 23, 1994

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

COPY TO: Morton L. Mandel, Richard Shatten

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I. Community Updates

A. Atlanta

Assignment

It was agreed that in order to try to convince Atlanta to send people to the Summer Goals Seminar, Alan should have a conversation with Dave Sarnat.

B. Baltimore

Assignment

Baltimore is thinking of using part of the \$15,000 grant funds still available to them to send some its people to the Goals Seminar in Israel. This is also a way to help Baltimore bring higher level lay people into the CIJE process. Alan will talk with MLM about this funding request.

In the absence of the line of credit concept with the Lead Communities, it was agreed that when Gail or Barry teaches in one of the communities, CIJE will not charge. This is part of the service that CIJE is providing to the communities. It may change at some point in the future.

It should be the role of CIJE to teach a community to do the evaluation of a Lead Community project. We should not actually be conducting evaluations.

Assignment

We need a policy stating that full-time CIJE staff need approval before they can engage in outside work for which they get paid. Alan will ask Adam to discuss this with Julie.

C. Milwaukee

Gail had a conversation with Howard Neistein in which he indicated that there are no foreseeable changes in staffing of the Milwaukee project. Howard is aware that CIJE has information that could be helpful to Milwaukee in disseminating the results of the Educators Survey.

II. Travel Plans

Assignment

- A. Ginny will check with MLM on the possibility of scheduling a staff meeting for the evening of Tuesday, April 19. (He is currently scheduled to arrive at 8:06 pm.) A second choice would be a meeting in Cleveland on Monday, April 18. (It would have to be in the evening.)
- B. Barry and Gail will be in Baltimore on March 23. Barry will be away March 24-31. Alan will be away March 25-April 2.

III. Board Meeting

A. Materials

After a lengthy discussion it was agreed that each committee member should receive a background paper (2-3 pages) relating to his or her committee. In addition, all board members will receive a Director's Report and minutes of the last three Lead Community consultations. In addition to these materials, the meeting fact books will include minutes of the most recent board meeting, lists of board members, senior policy advisors (?), staff and consultants; papers on the "critical path" and action before the action plan; and an agenda.

Materials should be mailed by Friday, April 8. The staff team, including Adam Gamoran, will work on and share first drafts by Friday, March 25.

B. Agenda

Following is the agenda as currently set for April 21:

8:30 - 10:00 am	Executive Committee (Alan to prepare Chairman's notes)
9:30 - 10:00 am	Board members gather and pick up committee designated name badges
10:00 - 11:00 am	Study Session - Barry Kosmin
11:15 - 1:15 pm	Committees meet (box lunches)
1:30 - 3:30 pm	Full Board meeting
4:00 - 5:00 pm	Post mortem

The agenda for the full board meeting is as follows:

1:30 - 1:40 pm	Comments of Chair (Alan to prepare notes)
1:40 - 2:20 pm	Committee Reports and Discussion



2:20 - 3:15 pm	Presentation on the Goals Project - Daniel Pekarsky (includes discussion)
3:15 - 3:25 pm	Director's Remarks?
3:25 - 3:30 pm	D'var Torah - Mark Lainer (not coming)

Ginny will remind Daniel Pekarsky about the presentation and give him a time frame. She will suggest a telecon with Barry and Gail (and possibly Alan) to discuss specifics.

C. Logistics and Attendance

1. As of March 23, we have heard from the following Board Members regarding their attendance:

YES

John Colman  
Maurice Corson  
Jay Davis  
Billie Gold  
Neil Greenbaum  
Gershon Kekst  
Norman Lamm  
Matthew J. Maryles  
Morton L. Mandel  
Melvin Merians  
Esther Leah Ritz  
Richard J. Scheuer  
David Teutsch  
Maynard Wishner  
Bennett Yanowitz

NO

Daniel Bader  
Charles Bronfman  
Gerald Cohen  
Irwin Field  
Charles H. Goodman  
Alfred Gottschalk  
Mark Lainer  
Marvin Lender  
Norman Lipoff  
Florence Melton

2. The use of the CUNY space is not completely resolved. Barry is in touch with the University president and will try to view the Jewish Museum space again in an effort to keep that option open, should it be necessary.

D. Committees/Staffing

It was agreed that each committee needs at least one person available to serve as a "gofer". We will also need people to shepherd meeting participants throughout the day. Barry will check with his students to see if any are available. Other possibilities include Jordana Levi, Micab Klein, and Kathy Bello. We should schedule a dry run for sometime on Tuesday, April 19.

Assignment



IV. Camper Contacts

Each person assigned to Board Members should see or talk with them prior to the meeting. (Does Steve Hoffman know he has Maurice Corson?) While the conversation will vary, depending on the individual Board member, following is a basic outline of topics to be covered:

A. The basic message is that things are happening.

1. There is movement in the communities: Surveys, reports, action.
2. Our "campus" is larger than the three lead communities; 3 to 23; laboratory/cancer ward concept.
3. Review the "critical path" and "action before the action plan".
4. Discuss the implications of the Milwaukee study for personnel in North America.

B. Use Alan's 1994 work plan as a basis for discussion.

At the conclusion of each camper contact, there should be a one page written summary of the conversation. It should include notes on peoples' interests which could be helpful as we plan future strategies.

V. Next Telecon

The next telecon is scheduled for Thursday, March 24 at 12:15 pm.

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

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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/22/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact Mort Mandel to discuss committee agenda and materials.		GD	3/15/94	4/8/94	
2.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	



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

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FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	A. HOFFMANN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/22/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Adam Gamoran to talk with Julie about getting paid for outside work.		ADH	3/22/94	3/25/94	
2.	Talk with Dave Sarnat about sending people to Summer Goals Seminar.		ADH	3/22/94	4/6/94	
3.	Speak with MLM regarding funding request for Baltimore to send people to the Goals Seminar in Israel.		ADH	3/22/94	4/6/94	
4.	Contact Chuck Ratner to discuss committee agenda and materials.		ADH	3/15/94	4/8/94	
5.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	
6.	Redraft 1994 work plan and send to		ADH	1/4/94	4/15/94	
7.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	TBD	





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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/22/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Check with students for their availability to escort Board meeting participants throughout the day.		BH	3/22/94	4/6/94	
2.	Contact John Colman to discuss committee agenda and materials.		BH	3/15/94	4/8/94	
3.	Prepare second draft of CIJE desired ten year outcomes for review by Steering Committee.		BH	1/4/94	4/15/94	



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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/22/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Check with MLM about scheduling staff meeting in New York.		VFL	3/22/94	3/24/94	





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FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	A. HOFFMANN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/22/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Adam Gamoran to talk with Julie about getting paid for outside work.		ADH	3/22/94	3/25/94	
2.	Talk with Dave Sarnat about sending people to Summer Goals Seminar.		ADH	3/22/94	4/6/94	
3.	Speak with MLM regarding funding request for Baltimore to send people to the Goals Seminar in Israel.		ADH	3/22/94	4/6/94	
4.	Contact Chuck Ratner to discuss committee agenda and materials.		ADH	3/15/94	4/8/94	
5.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	
6.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	4/15/94	
7.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	TBD	



MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: March 24, 1994

DATE MINUTES ISSUED: March 25, 1994

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

COPY TO: Morton L. Mandel, Richard Shatten

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I. Minutes

The minutes of March 22 were reviewed.

Gail reported having spoken with Steve Chervin about the Goals Seminar. He is now in agreement with our approach. Alan will be talking to David Sarnat about this.

It appears that Lee Hendler and Alvin Katz of Baltimore will probably be attending the Goals Seminar.

Assignment

It was suggested that a letter be sent to the communities as soon as possible outlining details on arrangements for the Goals Seminar. Gail will discuss this assignment with Daniel, who should take responsibility for this and all content related assignments for the seminar.

II. Board Meeting

A. Camper Contacts

It was suggested that calls be made first to Board members who are planning to attend, or have not yet responded. It is useful to be in touch with those not planning to attend, but perhaps less urgent.

Assignment

Some concern was expressed about whether the person who has attended Board meetings in place of Fred Gottschalk recently is the appropriate person. Alan will talk with MLM about the idea of having Nathan Cohen serve that role.

B. Staff Support on the Day of the Meeting

Barry reported that Micah Klein has agreed to assist. Kathy Bello will be there all day, but should probably not be assigned to a specific committee.

Assignment

Ginny will call Jordana Levi and ask if she would be willing to join us for the day.

Assignment

We will plan a dry run at 1:00 pm on April 19. Ginny will discuss this and other logistics with Kathy Bello.

Assignment

MLM will review the books prior to the study session. Ginny will talk with Kathy Bello about ordering the necessary materials for the books. She will provide Kathy with one set of the materials and Kathy will take responsibility for duplication and assembly.

There was discussion about what belongs in the Director's report and what goes to members of each committee. One possibility for the Director's report is that it characterize how our thinking has led to the committee structure.

Assignment

It was agreed that on March 28 Alan will E-mail a draft Director's Report to the staff and Adam. Each committee staffer will, on March 29, prepare a 1-2 page introduction to the work of their committee which will be understandable to Board members not on that committee.





C. Agenda

Following is the agenda of the full Board meeting, as revised:

1. Introductory remarks MLM
2. Committee reports & discussion
3. Director's report ADH
4. The chair to introduce David Hirschhorn, honor him for his commitment to CIJE, and ask him to introduce the session
5. Introduction to presentation on Goals Project D. Hirschhorn
6. Presentation on Goals Project D. Pekarsky
7. D'var Torah D. Teutsch (to be invited)

D. Materials

We will mail the following materials to Board members. Our goal is to mail by April 8. April 12 is the latest possible mailing date.

1. Items to be mailed:
  - a) Cover letter from MLM confirming time and location
  - b) Director's report
  - c) Cover note from appropriate committee chair
  - d) Background paper of appropriate committee
  - e) Agenda of appropriate committee
  - f) Any committee specific enclosures, as appropriate
2. The following materials will be placed in the fact books to be distributed at the meeting:
  - a) Table of contents
  - b) Background papers and agendas of all committees
  - c) CIJE brochure
  - d) Minutes of previous Board meeting
  - e) Lists of current Board members, staff and consultants
  - f) Papers on the Critical Path and Action Before the Action Plan
  - g) Minutes of the three most recent lead community consultations
  - h) Agenda of the entire day

Assignment

It was suggested that the books be distributed to participants along with color coded (by committee) name tags at the beginning of the day.





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☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/24/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss Goals Seminar arrangements with Daniel Pekarsky.		GD	3/24/94	4/4/94	
2.	Contact Mort Mandel to discuss committee agenda and materials.		GD	3/15/94	4/8/94	
3.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GD	12/1/93	6/15/94	



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FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	A. HOFFMANN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/24/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Adam Gamoran to talk with Julie about getting paid for outside work.		ADH	3/22/94	3/25/94	
2.	Talk with MLM about having Nathan Cohen attend the Board when Fred Gottschalk is unavailable.		ADH	3/24/94	4/4/94	
3.	Talk with Dave Sarnat about sending people to Summer Goals Seminar.		ADH	3/22/94	4/6/94	
4.	Speak with MLM regarding funding request for Baltimore to send people to the Goals Seminar in Israel.		ADH	3/22/94	4/6/94	
5.	Contact Chuck Ratner to discuss committee agenda and materials.		ADH	3/15/94	4/8/94	
6.	Work with committee staff to prepare Director's report and committee material.		ADH	3/24/94	4/8/94	
7.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	
8.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	4/15/94	
9.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	TBD	





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FUNCTION CIJE STAFF TELECONFERENCE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/24/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss logistics of Board meeting with Kathy Bello.		VFL	3/24/94	3/29/94	
2.	Ask Jordana Levi to help at the Board meeting.		VFL	3/24/94	3/30/94	
3.	Invite David Teutsch to give D'var Torah at conclusion of Board meeting.		VFL	3/24/94	3/31/94	
4.	Work with Kathy Bello on preparation of board meeting fact books.		VFL	3/24/94	4/15/94	



MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: March 30, 1994

DATE MINUTES ISSUED: March 31, 1994

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

COPY TO: Morton L. Mandel, Richard Shatten

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I. Minutes

The minutes of March 24 were reviewed.

A. Atlanta

Alan spoke with Dave Sarnat about Atlanta personnel issues. Sarnat has not yet given serious consideration to the Goals Seminar. Alan has suggested that this is an opportunity to recruit new leadership to the Jewish education effort in Atlanta. We should encourage Steve Chervin to think of it in terms of an opportunity to build lay support for the CJC.

B. Goals Seminar

Rick Meyer has asked for specific information on the seminar to help him decide about his own attendance. Gail reported having spoken with Dan Pekarsky about the preparation of a brief description. She will talk with him again about drafting a brief overview which should be approved by Danny Marom and sent to the communities considering sending participants.

Assignment

II. Board Meeting

Assignment A. Ginny will send a note to MLM suggesting that we ask Norman Cohen to attend the Board meeting in Fred Gottschalk's place.

B. Staff Support

Assignment Barry will talk with students in his class and with the Dean of Students of JTS to identify people to assist at CUNY on April 21. We will plan to pay a small amount to these students to help guide meeting participants and to sit in committee meetings and be ready to run errands and manage logistics.

Ginny will arrange with Lou Ann at CUNY for a dry run at 12:30 on April 19.

C. Schedule of the day

8:30 am - 9:30 am	Executive committee meeting Staff participation will be limited to as small a number of staff people as possible.
9:30 am - 10:00 am	Board members gather
10:00 am - 11:00 am	Study session - Barry Kosmin
11:15 am - 1:15 pm	Committee meetings (with box lunches)
1:30 pm - 3:30 pm	Board meeting
3:45 pm - 4:30 pm	Debrief

The agenda of the Board meeting remains as follows:

- |  |                         |
|--|-------------------------|
| 1. Introductory remarks  | MLM                     |
| 2. Committee reports & discussion  |                         |
| 3. Director's report   | ADH                     |
| 4. (Alan will talk with Seymour about whether it would be appropriate to honor David Hirschhorn and ask him to introduce the session on Goals) |                         |
| 5. Introduction to presentation on Goals Project   | D. Hirschhorn ?         |
| 6. Presentation on Goals Project   | D. Pekarsky             |
| 7. D'var Torah   | D. Teutsch (has agreed) |

Ginny will go to New York on April 4 to review the space at CUNY and, with Barry, decide on the location of the various sessions. Following that trip, a memo will be sent to Board members notifying them of the location of the meetings and where to report for the first meeting of the day. The memo will include reference to the Kosmin presentation.

D. Materials

1. The following materials will be mailed to Board members prior to the meeting:
  - a) Transmittal letter from MLM
  - b) Director's report



- c) Memorandum from appropriate committee chair including background information and agenda of the committee session
  - d) Any committee specific enclosures, as appropriate
  - e) Minutes of the previous Board meeting
2. The following materials will be placed in the fact books to be distributed at the meeting:
- a) Table of contents
  - b) Background papers and agendas of all committees
  - c) CIJE brochure
  - d) Minutes of previous Board meeting
  - e) Lists of current Board members, staff and consultants
  - f) Papers on the Critical Path and Action Before the Action Plan
  - g) Minutes of the three most recent lead community consultations
  - h) Agenda of the entire day

#### IV. Preparation of Materials

##### A. Director's report

Assignment

Alan is in the process of drafting a Director's report. A draft should be ready for review by the staff by April 3.

##### B. Committee documents

Assignment

Each committee staff person should complete work on committee documents in direct consultation with the appropriate chair. We will not try to have each conform to the same format for this meeting. Each committee staff person will provide Ginny with the text to be included in the packet of mailings.

##### C. Schedule for April 20

Staff will meet with MLM at 9:00 am at the CIJE office. This will be followed at 11:00 by the Steering Committee meeting. At the next telecon, we should outline the agendas for these two meetings.

#### V. Survey Data

##### A. Milwaukee

Our concerns about the release (leaking?) of Milwaukee's data has been raised with Adam. It is Adam's view that CIJE is bound not to release the data, but that it belongs to the community, which is free to release it. We should, therefore, not share the Milwaukee report with Baltimore and Atlanta as the starting point for their reports. In fact, their reports may take a different form, in which case the use of the Milwaukee report might be limiting.



B. Baltimore

Baltimore now has the raw data and Gail will be working with Chaim to help put it in a form that could be useful to a small committee. It was agreed that it would be useful for Ellen to spend time working with Chaim on reformatting some of the data. Gail will work with Ellen to set this up. It is anticipated that the Baltimore report will be completed by June.

C. Atlanta

The Atlanta data will be delivered this week. It is anticipated that the Atlanta report will be completed by August. It was suggested that we encourage Steve Chervin to use the August delivery date to his advantage, as that will be very close to the time he begins work in Atlanta.

V. Leadership Institute

A. Center for Educational Leadership

Gail reported having contacted the Center for Educational Leadership in Raleigh. This is a company which can tailor leadership seminars to specific clients and their goals. They use their own staff as well as adjunct faculty. The fee is high: \$2400 per staff person per day plus travel and expenses. They are in the business of leadership training and would take a program to any site we choose.

B. Columbia University

Pearl Kane of Columbia could design a program and find the appropriate people. We have heard excellent reviews of her own work. She would be interested in developing an academic program in conjunction with a training institution for the awarding of academic credit. Both of these are points in favor of her approach. However, she does not start with a "basic package."

C. Harvard

Gail was to talk with someone from Harvard about their program following the telecon.

D. Timetable

It was agreed that in order to hold a leadership institute in October, we should have selected a "vendor" and begun planning by the end of April. Alan, Barry and Gail agreed to discuss this further on April 4 at 4:00 pm.

VI. Next Telecon

The next staff telecon is scheduled for Tuesday, April 5, at 8:30 am Eastern Daylight Time.





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/30/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask MLM about inviting Norman Cohen to attend the Board meeting in Fred Gottschalk's place.		VFL	3/30/94	3/31/94	
2.	Talk with Seymour Fox about whether it's appropriate to honor David Hirschhorn and ask him to introduce the session on Goals.		ADH	3/30/94	4/4/94	
3.	Talk with Dan Pekarsky about preparing Goals Seminar content for potential participants.		GZD	3/24/94	4/4/94	
4.	Speak with MLM regarding funding request for Baltimore to send people to the Goals Seminar in Israel.		ADH	3/22/94	4/6/94	
5.	Find students to guide and assist people to guide and assist people at CUNY on 4/21.		BWH	3/22/94	4/7/94	
6.	Send committee material to Ginny for distribution.		ADH GZD BWH	3/30/94	4/7/94	
8.	Ask Jordana Levi to help at the Board meeting.		VFL	3/30/94	4/7/94	
9.	Contact Mort Mandel to discuss committee agenda and materials.		GZD	3/15/94	4/8/94	
10.	Contact John Colman to discuss committee agenda and materials.		BWH	3/15/94	4/8/94	
11.	Work with committee staff to prepare Director's report and committee material.		ADH	3/24/94	4/8/94	
12.	Contact Chuck Ratner to discuss committee agenda and materials.		ADH	3/15/94	4/8/94	
13.	Prepare second draft of CIJE desired ten year outcomes for review by Steering Committee.		BWH	1/4/94	4/15/94	
14.	Work with Kathy Bello on preparation of Board meeting fact books.		VFL	3/24/94	4/15/94	
15.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 3/30/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
16.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	4/15/94	
17.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GZD	12/1/93	6/15/94	
18.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	TBD	

Staff Teleconference  
March 30, 1994

Page 3

*Envelopes - 9 sets - lg.*  
*(4) 1-Bd (4) 1-Com for ec. con.*  
*1 for non attendees*

- c) Memorandum from appropriate committee chair including background information and agenda of the committee session
  - d) Any committee specific enclosures, as appropriate *-VFL*
  - e) Minutes of the previous Board meeting *- Jan Aug. Bd Mgt. & Ex. min*
2. The following materials will be placed in the fact books to be distributed at the meeting:
- a) Table of contents
  - b) Background papers and agendas of all committees
  - c) CIJE brochure
  - d) Minutes of previous Board meeting
  - e) Lists of current Board members, staff and consultants
  - f) Papers on the Critical Path and Action Before the Action Plan
  - g) Minutes of the three most recent lead community consultations
  - h) Agenda of the entire day

#### IV. Preparation of Materials

##### A. Director's report

Assignment Alan is in the process of drafting a Director's report. A draft should be ready for review by the staff by April 3.

##### B. Committee documents

Assignment Each committee staff person should complete work on committee documents in direct consultation with the appropriate chair. We will not try to have each conform to the same format for this meeting. Each committee staff person will provide Ginny with the text to be included in the packet of mailings.

##### C. Schedule for April 20

Staff will meet with MLM at 9:00 am at the CIJE office. This will be followed at 11:00 by the Steering Committee meeting. At the next telecon, we should outline the agendas for these two meetings.

#### V. Survey Data

##### A. Milwaukee

Our concerns about the release (leaking?) of Milwaukee's data has been raised with Adam. It is Adam's view that CIJE is bound not to release the data, but that it belongs to the community, which is free to release it. We should, therefore, not share the Milwaukee report with Baltimore and Atlanta as the starting point for their reports. In fact, their reports may take a different form, in which case the use of the Milwaukee report might be limiting.