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Staff meetings. Minutes and assignments,  
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MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: April 5, 1994

DATE MINUTES ISSUED: April 7, 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 30 were reviewed.

A. Atlanta

Alan will be talking with Dave Sarnat and plans to raise the issue of the goals seminar again. Gail has an appointment to talk with Jay Davis and will encourage him and his wife to attend the seminar.

B. Goals Seminar

In response to Rick Meyer's request for more information on the seminar, Dan Pekarsky said he would call Meyer. Pekarsky has drafted a piece which is the starting point of a description, but it was noted that this needs to be more specific. Alan will talk with Danny Marom about the need for a brief outline of the seminar and will suggest that he and Pekarsky work together. Alan will also be in touch with Dan Pekarsky outlining what we need and asking if he and Danny Marom could work together on a brief description that could be ready by April 10.

II. Board Meeting

A. Staff Support

Micah Klein has agreed to assist throughout the day of the Board meeting. Barry will talk with his students on April 7 in an effort to find additional help. Ginny agreed to talk with Jordana Levi, who has another commitment on that day but will see if she can find others to assist. There will be a dry run at CUNY at 12:30 p.m. on April 19.

B. Agenda

The agenda is nearly final. Alan will talk with Seymour about the advisability of involving David Hirschhorn. The remainder of the agenda is set. Alan will talk with Dan Pekarsky about his presentation during the week of April 10.

C. Materials

1. Director's report

Alan plans to complete a draft of the director's report and submit it to MLM by April 8.

2. Committee Reports

The materials for the Content and Building the Profession committees are ready to finalize and distribute. Alan will review the materials prepared by Adam Gamoran for the Research Committee and will complete the materials for the Community Development Committee and get them to Ginny for mailing by April 8.

It was agreed that each committee should, as part of its agenda, plan to schedule a next committee meeting at a time and location convenient to that group. Ginny will be sure that this is on the agenda of each committee.

III. Leadership Institute

It appears that we have identified a good group of people to provide the content we seek in a leadership institute. Work is now under way to find a means of coordinating and organizing the logistics for the institute. One possibility is to engage Susan Shevitz to serve as the academic head and coordinator of the seminar.

IV. Plans for Steering Committee Meeting -- April 20

Since the telecon, Alan has spoken with MLM about the proposed agenda for the Steering Committee scheduled for 11 a.m. to 5 p.m. on Wednesday, April 20. They agreed to the following:

- A. Revised draft of total vision - Barry Holtz
- B. Draft mission statement - Alan Hoffmann
- C. Milwaukee personnel survey and broader implications - Ellen Goldring
- D. Review committee agendas - Morton Mandel
- E. Final preparations for April 21 Board meeting - Morton Mandel

Alan will talk with MLM about whether Marty Kraar, Art Rotman and Jon Woocher should be invited to participate in the discussion of the Board meeting.



Alan will plan to review and prepare for the Steering Committee meeting with MLM during their meeting on Sunday, April 17.

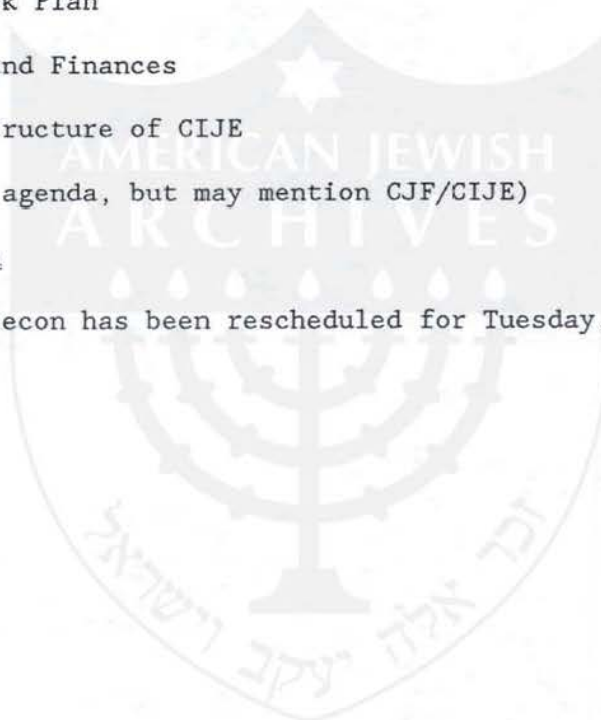
V. Executive Committee

The proposed agenda for the Executive Committee (as discussed by ADH and MLM) is as follows:

- A. CIJE Staff
- B. 1994 Work Plan
- C. Budget and Finances
- D. Legal Structure of CIJE
- E. (Not on agenda, but may mention CJF/CIJE)

VI. Next Telecon

The next telecon has been rescheduled for Tuesday, April 12, 1:30 p.m.





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/7/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	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	4/7/94	
2.	Find students to guide and assist people at CUNY on 4/21.		BWH	3/22/94	4/7/94	
3.	Talk with Dan Pekarsky about preparing Goals Seminar content for potential participants.		GZD	3/24/94	4/8/94	
4.	Send committee material to Ginny for distribution.		ADH	3/30/94	4/8/94	
5.	Work with committee staff to prepare Director's report and committee material.		ADH	3/24/94	4/8/94	
6.	Contact Chuck Ratner to discuss committee agenda and materials.		ADH	3/15/94	4/8/94	
7.	Prepare second draft of CIJE desired ten year outcomes for review by Steering Committee.		BWH	1/4/94	4/15/94	
8.	Work with Kathy Bello on preparation of Board meeting fact books.		VFL	3/24/94	4/15/94	
9.	Develop descriptive brochure for CIJE.		ADH	9/21/93	4/15/94	
10.	Redraft 1994 work plan and send to Steering Committee members.		ADH	1/4/94	4/15/94	
11.	Speak with MLM regarding funding request for Baltimore to send people to the Goals Seminar in Israel.		ADH	3/22/94	4/17/94	
12.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GZD	12/1/93	6/15/94	
13.	Work with lead communities on recruiting senior educators.		ADH	1/4/94	TBD	

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: May 10, 1994

DATE MINUTES ISSUED: May 12, 1994

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

COPY TO: Morton L. Mandel, Richard Shatten, Gail Dorph

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I. Technology Issues

A. Computers

1. Ginny will send a message to Daniel Pekarsky reminding him that the lap top is designated for Roberta's use.
2. Barry has an Apple lap top which he will try to trade with JCCA for supplies or services.
3. Barry will arrange with JCCA to pay half the cost of the phone system upgrade in advance and the remainder upon installation. Ginny will see that JCCA is reimbursed in a timely way.

II. Goals Seminar

A. Attendance

We reviewed the list of invitees and responses today and agreed that the following steps will be taken now:

1. Alan will follow up with Barry Shrage and encourage him to send a substitute if he is unable to participate.
2. Barry will follow up with Judith Ginsberg.
3. Ginny will call Bob Hirt.
4. Alan will consider calling David Sarnat and suggesting that Harry Stern and a lay person attend so that the JCC movement is represented.



5. Alan will follow up with Sara Lee about the possibility of Isa Aron attending.
6. Ginny will contact Mark Gurvis to find out who from Cleveland he has asked to attend.
7. Alan will call John Ruskay.
8. Barry will call Rachel Cowan to see whether she would consider attending.
9. Each of us was encouraged to think about additional lay people should be invited to participate.

B. Content

Barry was expecting a conceptual outline from Daniel Pekarsky by May 11th. This should include a day-by-day schedule. Alan will meet with Seymour, Shmuel and Danny Marom next week and would like Daniel's detailed outline. There will then be weekly teleconferences of Alan, Danny, Daniel, Abby and Caroline to keep up with arrangements.

III. Leadership Institute

Assignment

Five Options for how to undertake the Leadership Institute have been considered. At present, the most desirable appears to be to work with Cliff Baden at Harvard. However, there are some open questions about the cost and exactly what it covers. In Gail's absence, Barry will call Baden for clarification.

It was suggested that we may wish to consider asking Susan Shevitz to work with Baden on the content planning.

IV. Plans for October Board Meeting

- A. Ginny reported that of the three dates proposed by MLM, the UJA/Federation is available for only one. Ginny will continue to check all three dates with our Executive Committee and Ginny and Alan will work together to expand our options for meeting space.

Current thinking about the schedule for the two days is as follows:

Day One -

11:00 am to 5:00 pm - Steering Committee (Possibly at CIJE office)

Dinner - Executive Committee

Evening - Meaningful presentation for approximately 120 people



Day Two -

Morning - Committee Meetings (Plan on expanded committees)

Lunch - All Together

Afternoon - Board Meeting

Assignment

- B. MLM has agreed that we should invite Bill Schatten to serve on the board and relieve Gerald Cohen of the responsibility, as he has requested. Ginny will prepare the appropriate letters.

We should prepare a letter responding to Matthew Maryles' resignation and MLM will contact Ericka Jesselson to ask her to discuss the appointment of a replacement with Alan.

- C. Follow Up to Board Meeting

The minutes have been drafted and submitted to Alan, who will return them to Ginny with his suggestions. Following input from MLM, Ginny will send the minutes out. A cover letter will note that committee members can expect to hear from their chairs under separate cover. This will permit the distribution of summaries of the subcommittee meetings, where appropriate, and other communication where that is preferable.

V. CIJE/CJF

Ginny will arrange for a teleconference of Alan with Steve Hoffman to talk through the next steps on negotiations with CJF. Following that conversation and an agreement on when and where Steve and Alan can next meet, Ginny will make arrangements to include Jon Woocher, Marty Kraar, and Carl Sheingold. Ideally, there should be two four-hour sessions on consecutive days.

VI. Alan's Schedule

During Alan's next visit to the United States, he will want to spend a full day with Daniel Pekarsky on the Goals Seminar and should meet with Chuck Ratner to discuss the Community Mobilization Committee.

VII. Next Telecon

The next staff telecon is scheduled for Wednesday, May 18th, at 10:30 am, Eastern Daylight Time.



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5  
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- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE

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FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

05/12/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow up with Barry Shrage, Dave Sarnat, Sara Lee, and John Ruskay regarding Goals Seminar.		ADH	5/10/94	5/18/94	
2.	Follow up with Judith Ginsberg and Rachel Cowan regarding Goals Seminar.		BWH	5/10/94	5/18/94	
3.	Follow up with Bob Hirt and Mark Gurvis regarding Goals Seminar.		VFL	5/10/94	5/18/94	
4.	Contact Cliff Baden for clarification of Harvard's role in Leadership Institute.		BWH	5/10/94	5/18/94	
5.	Prepare letters to Bill Schatten, Gerald Cohen and Matthew Maryles regarding board membership.		VFL	5/10/94	5/20/94	
6.	Work with JCCA to trade Apple lap top for supplies/services.		BWH	5/10/94	5/31/94	
7.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GZD	12/01/93	6/15/94	
8.	Work with lead communities on recruiting senior educators.		ADH	1/04/94	TBD	



**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** May 18, 1994

**DATE MINUTES ISSUED:** May 20, 1994

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

**COPY TO:** Morton L. Mandel, Richard Shatten

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I. Minutes

- A. The minutes of May 10 were reviewed.
- B. Alan will confirm with Daniel Pekarsky that the lap top computer was intended for Roberta Goodman's use.

II. Goals Seminar

A. Attendance

1. Barry reported that Judith Ginsberg was very interested in the seminar. It was noted that her attendance would be good for our relationships with both JESNA and Susan Corwn. Barry will follow up with Judith on her logistical questions.
2. Ginny called Bob Hirt and relayed his questions to Alan following the last telecon. Alan planned to follow up with Bob.
3. There was some question on Isa Aron's part about whether we are asking her to teach and about her role as a representative of the Reform movement. It was agreed that we would like her to attend ad personum and that, while the training institution representatives are an important resource, we are not asking any of them to serve as teachers at the seminar. Alan will clarify this with Sara Lee and then e-mail a summary of the conversation to Isa.
4. Alan spoke with David Sarnat, who agreed to encourage Harry Stern plus a lay person and Debbie Goldstein to attend the seminar.
5. Alan will call Mark Gurvis to suggest that Ray Levi and an Agnon lay person be encouraged to attend.

B. Content

Daniel Pekarsky has begun to develop a detailed outline of the seminar. Alan met with Seymour Fox and Danny Marom to discuss the current Pekarsky



draft. A telecon will be scheduled for early in the week of May 23 for that Israel team to talk with Daniel, Gail, Barry and Ginny about seminar plans.

III. Leadership Institute

Barry spoke with Nancy Braude, Administrator of the Principals Center at Harvard about running the Institute. She quoted a fee of \$11,750 to include all administrative expenses, honoraria, travel and hotel for presenters and space rental. This was considered a reasonable rate, especially if it includes the involvement of Cliff Baden, Director of Programs for Professional Education.

It was agreed that Barry will clarify with Ellen Goldring her understanding of what this covers, after which Barry will call Ms. Braude for clarification. If all remains on track, the next step will be for Ellen plus Barry and/or Gail to go to Harvard for a discussion of the details.

IV. Plans for October Board Meeting

Ginny now has responses from nearly everyone on October meeting dates. This will be forwarded to MLM and Alan as soon as it is complete so that they can decide on a meeting date.

It was noted that the timing of the next board meeting raises a number of concerns. If, as was intended, the committees are to take a more central role, they should meet and move ahead before the next Board meeting. As plans currently stand, the next Steering Committee meeting is scheduled for just one to two weeks before the Board meeting, which does not allow for adequate involvement of the committee chairs. Another issue is the significant amount of work to be done by the staff in preparation for the Goals Seminar and Leadership Institute, as well as committees and board. The question of whether the Board meeting should be scheduled for a later date was raised.

It was agreed that before William Schatten is invited to serve on the Board, Alan will call Dave Sarnat and let him know that this is our intent.

V. CIJE/CJF

Alan noted that his most important current priority is resolving negotiations with CJF. Alan and Steve Hoffman have spoken several times and are working on scheduling a meeting in New York with Jon Woocher, Marty Kraar and Carl Sheingold. The scheduling of Alan's next trip to the United States will depend on the timing of this meeting.

VI. Next Telecon

The next staff telecon is scheduled for <sup>Thursday</sup> ~~Wednesday~~, May <sup>26</sup> ~~25~~ at 9:30 AM EDT.

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

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FUNCTION	CIJE STAFF TELECONFERENCE	
SUBJECT/OBJECTIVE	ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 5/18/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare letters to Bill Schatten, Gerald Cohen and Matthew Maryles regarding board membership.		VFL	5/10/94	5/20/94	
2.	Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar.		ADH	5/10/94	5/25/94	
3.	Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar.		BWH	5/10/94	5/27/94	
4.	Work with JCCA to trade Apple lap top for supplies/services.		BWH	5/10/94	5/31/94	
5.	Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton).		GZD	12/01/93	6/15/94	
6.	Work with lead communities on recruiting senior educators.		ADH	1/04/94	TBD	

MIN\ASSG518.



**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** May 26, 1994

**DATE MINUTES ISSUED:** May 27, 1994

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

**COPY TO:** Morton L. Mandel, Richard Shatten

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I. Goals Seminar

A. Steinburg Participation

1. There was some discussion about whether Barbara Steinberg should participate in the Goals Seminar if she is unable to find a lay person to join her. Lead Communities have been advised that they must have lay participation. Alan will discuss this with her and strongly encourage her to involve a lay person.

Assignment 2. With respect to the request for CIJE involvement in a Palm Beach professional development program, it was agreed that Alan will accept the invitation for CIJE staff participation and will suggest that participation of representatives of the Lead Communities include local Federation liaison, as well as bureau directors.

B. Additional Invitations

Ginny will send invitations to Isa Aron and Aryeh Davidson. We still need to consider what their roles will be in the seminar.

Alan will talk with Ze'ev Mankowitz about participation in the seminar by day school heads involved in the Melton Centre program this summer.

II. Leadership Institute

The Leadership Institute needs to be planned in the context of other Fall activities. On the assumption that the Board Meeting will be in early October and with knowledge that the GA is November 16-18 it was agreed to hold the Leadership Institute on October 30 to November 3. The next step is for Gail, Barry and Ellen to meet with Nancy Braude at Harvard to work out a draft of the program and develop a budget. Gail will give the dates to the lead communities along with an estimate of room and board expenses.



III. **Alan's Schedule**

Alan will come to the United States on Sunday, June 12 and leave on Thursday, June 23. During that time, he will have the following meetings:

June 13 - Barry Holtz  
June 14 - Atlanta ?  
June 15 - Nessa Rapoport, Richard Shatten, Search Firms; Woocher [Should VFL confirm with JW?]  
June 16 - Woocher, Kraar, Sheingold, Hoffman re. CJF Commission  
June 17 - Morton L. Mandel  
June 19 - Gail Dorph  
June 20 - Barry Holtz and Gail Dorph  
June 21 - Barry Holtz, Gail Dorph, Ginny Levi  
June 22 - Barry Holtz, Gail Dorph, Daniel Pekarsky

IV. **Next Telecon**

The next staff telecon is tentatively scheduled for Tuesday, May 31, 9-11 AM EDT.

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

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FUNCTION	CIJE STAFF TELECONFERENCE	
SUBJECT/OBJECTIVE	ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 5/26/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar.		ADH	5/10/94	5/25/94	
2.	Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar.		BWH	5/10/94	5/27/94	
3.	Talk with B. Steinberg regarding Goals Seminar and CIJE participation in Palm Beach professional development.		ADH	5/26/94	5/31/94	
4.	Prepare letters to Bill Schatten, Gerald		VFL	5/10/94	6/10/94	
5.	Work with lead communities on recruiting senior educators.		ADH	1/04/94	TBD	

MIN\ASSG518.

**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** May 31, 1994

**DATE MINUTES ISSUED:** June 2, 1994

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

**COPY TO:** Morton L. Mandel, Richard Shatten

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I. Minutes and Assignments

The minutes and assignments of May 26th were reviewed. Alan reported that he had a phone conference scheduled with Barbara Steinberg for later in the day to agree to CIJE participation in the Palm Beach Professional Development Program and to discuss Palm Beach representation at the Goals Seminar.

With respect to Alan's June schedule in the States, we agreed to the following:

- Assignment
- A. We will hold June 14 for a visit to a Lead Community.
  - B. Alan will talk with Nessa Rapoport about possible meetings on June 13 and June 15.
  - C. It was agreed that Alan's meeting with Steve Hoffman, Marty Kraar, Carl Sheingold and Jon Woocher regarding the CJF Commission will occur on June 16 at the Newark airport, 10:00am to 2:15pm. Ginny will contact Jon to request that participants be asked to stay until at least 4:00 pm in case any drafting or last minute work needs to be done. (Marty and Carl will have to leave by 2:15 pm. The others will plan to stay.)

II. Goals Seminar

The invitation/attendance list was reviewed and the following comments were made.

- A. Baltimore - We have four people definitely attending, including one lay leader. It is possible that one additional lay leader, Cass Goldstein, may also attend.



- Assignment B. Atlanta - At present, there is no one coming from Atlanta. Alan will call David Sarnat and Harry Stern to follow up on invitations. Gail will call Bill Schatten to encourage his participation. In addition, Gail will talk with Janice Alper about the likelihood of Arnie Sidman's participation.
- C. Milwaukee - We have six definite participants from Milwaukee. In addition, it is likely that Ina Regosin will also participate. Ginny reported having spoken with Ruth Cohen, who will encourage Ina and others who have not submitted their registration forms to do so now.

It was agreed that Alan will call Jane Gellman to discuss with her the possibility of inviting Milwaukee JCC representatives to participate.

D. Training Institutions

Isa Aron representing HUC and Bob Hirt for Yeshiva University are definitely planning to participate. We are waiting to confirm plans for Barbara Penzner of the Reconstructionist Rabbinical College to attend. Ginny reported that Aryeh Davidson of JTS was having problems with flight arrangements and had asked whether he could participate if he were not available for the final day. Ginny was advised to call Aryeh and encourage him to change his flight, noting that participation in the full seminar is expected. [Later: Aryeh has been informed that the likelihood of his being taken from wait-lists for flights on Friday is extremely slim. He is willing to stay "open," but was doubtful that he would be able to participate in the entire seminar.]

E. Cleveland

We have four professional staff people committed to attending. Mark Gurvis was to talk with his lay leader on June 1. Ray Levi had expressed an interest in participating but was still working on getting a lay leader to join him. Ginny will call Mark to remind him that any community participating must have lay representation and to encourage him to bring lay leaders from the institutions represented by professional participants.

F. Other

John Colman is planning to participate. Barbara Steinberg of Palm Beach is planning to participate and is still seeking a lay person to join her.

- Assignment Alan will consider whether some form of Friday night hospitality should be planned for July 8.

III. Leadership Institute

Assignment Gail and Barry will be in Boston on June 1 to meet with Nancy Braude and Cliff Baden of Harvard to work out the details of the Institute. Ellen and Gail will follow up with an additional meeting the week of June 20. Alan will consider joining them on June 20 or 21.

The Institute will be scheduled for the week of October 30.

It was suggested that we consider a way to involve the thirteen Jerusalem Fellows graduates in the Boston area.

IV. October Board Meeting

Assignment Alan reported that the meeting will be scheduled for October 5-6. Ginny will now confirm the space and notify board members to hold the date.

V. Next Steps for Committees

Further thinking should go into planning how the committees will move forward. The current thought is that each should become somewhat independent, with its own work plan, vision, agenda and meetings. The committees should help to move the work of CIJE forward. We may want to rethink committee membership.

At present, the next meeting of the Steering Committee is scheduled for September 23. There was some sense that it might be useful to convene that group sooner, if possible, to discuss the role and operation of committees.

Assignment It was agreed that each committee should send out meeting notes from the April meeting. Barry and Gail will finalize theirs and get them out. Alan will discuss this with Chuck Ratner in Israel next week. Ginny will bring Ellen up to date with what is being planned and encourage her to prepare a brief summary of her committee's discussions.

VI. Miscellaneous

A. There was some discussion as to whether Gail should participate in Baltimore's Machon L'Morim program during the next academic year. She will consider this further and discuss it with Alan.



B. Upcoming Conferences

Gail, Barry, Julie and Roberta will all be at the Research Network in Jewish Education Conference in Baltimore. Gail, Barry and Bill will attend the CAJE Conference.

C. Noam Tzion of the Hartman Institute will be in the US during January/February of '95 and is available to work with CIJE.

D. Alan will call Tim Hausdorff to explore with him the possibility of involving the Jim Joseph Foundation in our work.

E. Next Telecon

The next telecon is scheduled for 7:45am on Monday, June 6.



**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** June 6, 1994

**DATE MINUTES ISSUED:** June 8, 1994

**PARTICIPANTS:** 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 May 31 were reviewed. Alan reported that he had spoken with Barbara Steinberg about CIJE participation in the Palm Beach Professional Development Program and that she was pleased to learn that we would participate.

II. Goals Seminar

A number of phone calls had been made since the previous telecon, but nothing further had been resolved about the participation of Atlanta representatives, the involvement of JCC people from Milwaukee, and the participation of the lay representative from Cleveland.

Assignment It was agreed that Barry will talk with Aryeh Davidson about his transportation problems. We will proceed on the assumption that he will participate.

It was reported that Carolyn Keller of Boston has expressed an interest in participating and is now working on identifying a lay person to accompany her. If Carolyn and a lay person do register, we will consider inviting the Boston Bureau Director and a lay person from that institution.

Assignment The issue of an imbalance of participants in favor of professionals was discussed. It was concluded that participation by Cleveland and Palm Beach is important and should not be precluded for the lack of a lay representative. Alan will hold a telephone conference with representatives of the Milwaukee group to insure that they understand the importance to the process of having their lay participants.

Assignment Alan will talk with Beverly Gribitz, Rowana Sharovsky and Mark Gurvis about participation of day school representatives.



III. Leadership Institute

Barry and Gail reported on their meetings at Harvard with Nancy Braude and Cliff Baden. It was noted that Braude should be able to do a very effective job of administering the Institute. It will be our responsibility to be sure that the content is cohesive. One important step in that process will be to have a meeting of Institute faculty prior to the event in order to provide them with an overview of our goals and expectations.

The next steps include inviting the presenters and potential participants by the end of June. This will be done by Braude. At the same time, she will finalize prices. The budget will be within the range initially proposed.

Assignment

We should consider whether to invite educational leaders from Boston, Cleveland, and Palm Beach, in addition to those from the three Lead Communities. This depends to some extent on the number of people expected to attend from the Lead Communities. The maximum number of participants is fifty.

IV. Machon L'Morim

Barry reported having attended a meeting in Baltimore in which planning for the second year of this teacher education program was undertaken. Barry presented CIJE's proposal for how the program should proceed and felt that it was well received. He noted that the extent to which it will be a serious program will depend on whom they hire and how the content is presented. Barry and Gail will submit a list of proposed faculty.

V. Next Telecon

The next telecon was scheduled for 4:00 pm on Wednesday, June 15. Alan, Barry and Gail will all be at the New York office.

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

FUNCTION	CIJE STAFF TELECONFERENCE			
SUBJECT/OBJECTIVE	ASSIGNMENTS			
ORIGINATOR/PROJECT LEAD	VFL	DATE	6/6/94	

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMENT STARTED	DUE DATE
1.	Talk with Aryeh Davidson about participation in Goals Seminar.		BWH	6/6/94	6/9/94
2.	Talk with Jane Gellman, Barry Shrage, Sara Lee, John Ruskay, Dave Sarnat and Harry Stern regarding Goals Seminar.		ADH	5/10/94	6/10/94
3.	Talk with Rachel Cowan regarding Goals Seminar.		BWH	5/10/94	6/10/94
4.	Talk with Bill Schatten and Janice Alper about Goals Seminar.		GZD	5/31/94	6/10/94
5.	Prepare letters to Bill Schatten, Gerald Cohen, Lester Pollack, Ann Kaufman, and Matthew Maryles.		VFL	5/10/94	6/10/94
6.	Talk with Beverly Gribitz, Rowana Sharovsky and Mark Gurvis about participation of day school representatives.		ADH	6/6/94	6/10/94
7.	Complete and distribute committee notes.		ADH	5/31/94	6/15/94
8.	Complete and distribute committee notes.		BWH	5/31/94	6/15/94
9.	Complete and distribute committee notes.		GZD	5/31/94	6/15/94
10.	Complete and distribute committee notes.		EG	5/31/94	6/15/94
11.	Talk with Milwaukee representatives about the value of their broad-based participation in Goals Seminar.		ADH	6/6/94	6/15/94
12.	Consider whether some form of Friday night hospitality should be planned for July 8.		ADH	5/31/94	6/20/94
13.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	6/23/94
14.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	6/6/94	7/15/94



**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** July 22, 1994

**DATE MINUTES ISSUED:** July 25, 1994

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

**COPY TO:** Morton L. Mandel, Richard A. Shatten

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**I. MINUTES AND ASSIGNMENTS**

- Assignment A. The minutes and assignments of June 22 were reviewed. Ginny will ask Adam Gamoran for a list of materials on the MEF project to forward to Nessa for her orientation.
- B. Ginny is keeping a list of issues for consideration by a CIJE controller and will add to the list the maintenance of a data base of names and addresses.
- Assignment C. A draft calendar of 1994 and 1995 dates had been sent in advance. Gail will send Ginny some revisions to be incorporated in the next draft.
- Assignment D. Ginny will arrange for Nessa to be put on CompuServe.

**II. AUGUST 24 STEERING COMMITTEE**

A. Agenda

The following agenda was developed and will be forwarded to MLM for his review prior to a conversation with Alan.

CIJE STEERING COMMITTEE  
August 24, 1994, 9:30 AM - 3:30 PM  
JEWISH COMMUNITY FEDERATION - CLEVELAND

PROPOSED AGENDA

- |      |   |                 |
|------|---|-----------------|
| I.   | The Goals Seminar and the Goals Project   | Daniel Pekarsky |
|      | - Possible discussion with Mark Gurvis, Ray Levi and Dan Polster about the impact on Cleveland. |                 |
| II.  | CIJE Personnel Action Plan: Harvard Leadership Institute  | Gail Dorph      |
| III. | Telling the CIJE Story: A Preliminary Discussion  | Nessa Rapoport  |

- IV. Board Meeting Agenda Alan D. Hoffmann
- V. Committee Chairs and Staff - Work Session  
(Over Lunch)
- VI. Building Senior Personnel: The Mandel Institute and CIJE Morton L. Mandel
- VII. CJF/CIJE/JESNA Relationship Morton L. Mandel  
Steven H. Hoffman  
Alan D. Hoffmann
- VIII. Review Calendar for 1994 to 1995 Morton L. Mandel

B. Next Steps

Assignment

1. Jon Woocher has agreed to join the Steering Committee, but is not available for this meeting. Ginny is to send him all meeting materials.
2. Ginny will try to arrange a meeting for Nessa with Chuck Ratner on the afternoon of August 23. (Done)

Assignment

3. Ginny will ask Mark Gurvis, Ray Levi and Dan Polster to hold the morning of August 24 for possible participation in the session on Goals Seminar. Barry and Daniel will plan the session.

Assignment

C. Materials

1. Goals Seminar packet to include the following:
  - a. Seminar schedule
  - b. Proceedings of each day
  - c. Other papers distributed during the seminar
  - d. Readings
2. Leadership Institute Brochure (Gail will send Ginny a supply.)
3. Memo on the personnel project. (Ginny will ask for a current version.)
4. Cover letter which will confirm the meeting, transmit the materials, report on Nessa's addition to the staff and include her bio.

Assignment

Assignment



5. The current version of the CJF/CIJE/JESNA public statement will be distributed at the meeting, but not sent out in advance.

### III. FOLLOW UP TO GOALS SEMINAR

#### A. Communication

Assignment Ginny will draft a letter from Alan to participants enclosing the Greenberg letter, the proceedings of Day 5, and the portraits of people who chose to share them. The letter will refer to the availability of tapes at a cost of \$8.75 each. It may also refer to a transcript of the Rosenak presentation. Ginny and Gail will follow up with Abby and Caroline to clarify what is available.

Assignment In addition to material to be sent to participants, Barry and Ginny will discuss what might be sent to interested non-participants listed in the June 22 minutes. This may involve developing a synthesis of the five-day proceedings. Such a document might also be sent to the Board.

- B. Ginny will send the responses to the concluding questionnaire to Michelle in New York for transcription.

Assignment C. There was some question as to whether we might develop a special goals seminar for Chizuk Amuna. Barry will talk with Joel Zaiman and Chaim Botwinick about the possibility of doing something in this regard.

### IV. OCTOBER BOARD MEETING

#### A. Evening lecture

We would like to begin at the October board meeting with the approach which includes a lecture on the evening preceeding the board meeting. It was suggested that Terry Deal, a major figure on leadership for education, be asked to make a presentation. This might be followed by a response from a member of the Jewish Community on Leadership for Jewish Education.

Ginny will find out from Annette how to reach Ellen. Gail will talk with Ellen about this possibility and how to proceed. (Done) Alan will discuss the suggestion with MLM .

B. Executive Committee

According to the proposed schedule, the Executive Committee will meet at 6:00 - 7:30PM over dinner. A likely topic for discussion with this group is the CJF/JESNA/CIJE partnership.

C. Board Meeting

1. Draft agenda

CIJE BOARD OF DIRECTORS  
OCTOBER 6, 1994  
UJA/FEDERATION OF JEWISH PHILANTHROPIES  
10:00 AM TO 4:00 PM

DRAFT AGENDA

- |      |   |                                |
|------|---|--------------------------------|
| I.   | Introductory Remarks  | Morton L. Mandel               |
| II.  | The State of CIJE   | Alan D. Hoffmann               |
| III. | Presentation of Personnel Study   | Adam Gamoran<br>Ellen Goldring |
|      | Lunch   |                                |
| IV.  | Committee Meetings (Focus on morning presentation from perspective of committee.) |                                |
| V.   | Committee Reports   |                                |
| VI.  | Possible synthesis by scholar in residence or CIJE staff member                   |                                |
| VII. | D'var Torah   | To Be Determined               |

\* \* \* \* \*

2. Materials for Board Meeting

- a. Committee Members should receive a brief report to the committee as well as agenda for the committee meeting. All four will be included in the meeting book.



- b. A letter from MLM to indicate that the focus of the meeting will be the issue of personnel. The letter should include a reminder of how we arrived at this as a central issue (pre-condition) and where we are now. As an alternative to sending a separate report for each committee (or in addition), the letter might include one or two paragraphs from the perspective of each committee on the issue of personnel.

Assignment

- c. Nessa will prepare a summary piece on the Goals Seminar to be included in this material.

V. GA

Alan reported having met with Jon Woocher. The GA structure is not yet final, but there will be sessions on Jewish continuity organized around the four focus areas of the CJF commission. Alan suggested a session on personnel which would be chaired by MLM and might include the following:

- A. Marshall Smith on the crisis of personnel in American education
- B. Adam Gamoran and Ellen Goldring on the crisis of personnel in Jewish education.
- C. Amnon Rubenstein possibly on how Israel can help in the area of senior personnel.

Alan discussed with Jon the fact that CIJE should appear elsewhere on the agenda. Still under discussion is the possibility of a discussion on goals or one on evaluation. On Thursday morning there may be study sessions at which CIJE staff will be asked to teach. We should have an outline by July 28th.

The possibility of a CIJE breakfast for members of the Board, Lead Community representatives, and people from the other communities with which we are engaged was discussed for Thursday, November 17, at 7:00 AM. Minister Rubenstein might come as a special guest.

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

FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	7/22/94

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNM'T STARTED	DUE DATE
1.	Ask Mark Gurvis, Ray Levi and Dan Polster to hold the morning of August 24 for possible participation in Goals Seminar session.		VFL	7/22/94	7/27/94
2.	Send Ginny supply of Leadership Institute brochures.		GZD	7/22/94	7/27/94
3.	Ask Annette for current version of personnel project memo.		VFL	7/22/94	7/27/94
4.	Follow up with Abby and Caroline on materials available to send out to Goals Seminar participants.		VFL/GZD	7/22/94	7/27/94
5.	Arrange for Nessa to be put on CompuServe.		VFL	7/22/94	7/27/94
6.	Ask A. Gamoran for list of materials on the MEF project to forward to Nessa for orientation.		VFL	7/22/94	7/31/94
7.	Draft letter from Alan to Goals Seminar participants with enclosures.		VFL	7/22/94	8/1/94
8.	Complete and distribute Board committee notes.		ADH	5/31/94	8/15/94
9.	Complete and distribute Board committee notes.		EG	5/31/94	8/15/94
10.	Plan Goals session for August 24 Steering Committee Mtg.		BWH/DB	7/22/94	8/15/94
11.	Discuss and develop possible mailing of goals seminar proceedings to interested non-participants.		BWH/VFL	7/22/94	8/15/94
12.	Talk to Joel Zaiman and Chaim Botwinick about possibility of developing special goals seminar for Chizuk Amuna.		BWH	7/22/94	8/15/94
13.	Send Jon Woocher all Steering Committee meeting materials.		VFL	7/22/94	8/20/94
14.	Work with Nessa on her orientation to CIJE.		TEAM	6/22/94	8/21/94
15.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	6/6/94	8/21/94
16.	Prepare summary piece on Goals Seminar.		NR	7/22/94	8/22/94



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

FUNCTION	CIJE STAFF TELECONFERENCE			
SUBJECT/OBJECTIVE	ASSIGNMENTS			
ORIGINATOR/PROJECT LEADER	VFL	DATE	7/22/94	

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNM'T STARTED	DUE DATE
17.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	8/23/94
18.	Begin to check availability of speakers for October board meeting.		BWH	6/22/94	8/25/94
19.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD



**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** June 22, 1994

**DATE MINUTES ISSUED:** June 30, 1994

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

**COPY TO:** Morton L. Mandel, Richard A. Shatten

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**I. ASSIGNMENTS**

The assignments of June 15 were reviewed and revised to reflect work which has been accomplished in preparation for the Goals Seminar.

It was agreed that a schedule of the seminar and accompanying cover letter would be sent to all registrants by the end of the week. In addition, the following list of interested non-participants will be sent a copy of the schedule.

Steve Chervin	Judith Ginsburg	David I. Sarnat
John Colman	Morton Mandel	William Schatten
Rachel Cowan	Nessa Rapoport	Richard Shatten
Craig Dykstra	Steven Rod	Barry Shrage
Alan Finkelstein	Leonard Rubin	Harry Stern
Darrell Friedman	John Ruskay	Joel Zaiman

Seminar reading materials were also to be mailed to seminar participants as soon as the final elements could be assembled.

**II. ORIENTATION OF NESSA RAPOPORT**

Alan reported that Nessa has accepted the position of "Leadership Development Officer" with CIJE and will officially begin on August 21. The following list of orientation materials and activities was generated:

- A. Nessa is to be considered a member of the core staff, to participate in meetings of that group and to receive all materials distributed to that group.
- B. As she reviews materials and participates in meetings, Nessa will develop a "glossary" of terms which require clarification. This list will serve as a basis for discussion with key players in CIJE.
- C. Gail will provide a briefing on the work with Lead Communities.
- D. Barry will provide orientation on Best Practices.



- E. Ginny will request from Adam Gamoran a list of MEF materials which should be supplied to orient Nessa to that project.
- F. Gail will provide Nessa with her file on the Goals Seminar.
- G. Barry will provide the current draft of "total vision." Nessa will review the binder from the most recent Mandel Institute board meeting. Ginny will provide Commission background papers and Barry will provide the document entitled, "Lead Communities at Work."
- H. Alan will bring Nessa up to date on the work with the CJF Commission.
- I. Barry will update Nessa on our relationship with JESNA.
- J. Nessa will participate in a staff meeting in New York on July 22.
- K. The CIJE core staff and the JESNA staff will meet on September 1.
- L. Ginny will arrange for business cards for Nessa. We will now make arrangements for an appropriate computer for Nessa's use.

### III. PLANS FOR HOFFMANN/HOFFMAN/BADER MEETING IN CLEVELAND

Assignment Alan proposes to meet with Steve Hoffman and Daniel Bader in Cleveland on July 20 or 21. This is the result of Alan's offer to Bader to think through (confidentially) his grant to the Milwaukee Lead Project. He will propose this to Steve Hoffman when they meet in Israel and will then contact Dan Bader. Ginny will provide any necessary follow up and make the appropriate arrangements.

### IV. DEVELOPMENT OF A DETAILED CALENDAR OF EVENTS

We began the process of "backward mapping" in order to plan the steps necessary to prepare for Steering Committee and Board meetings. This process still must be undertaken for the GA, the Leadership Institute, the Post-Seminar Goals Project, Lead Communities and Best Practices.

It was reported that Alan, Barry and Gail have begun developing an 18 month work plan which they will now begin to put into a calendar. One major aspect of this process has been to outline the work Gail has been doing with the Lead Communities so that aspects of this work can be redistributed or eliminated, as appropriate. As we move forward, each member of the core staff will have a committee assignment, an area of specialization, and a general assignment.



A. **Board Meetings**

Assignment

1. It was agreed that we should begin now to set the dates for two 1995 board meetings. Ginny will send a note to MLM on this subject.

2. Public Lectures

Once we have the dates for future board meetings, we should begin immediately to select the topics and identify potential presenters. Ideally, this should be done 12 months prior to a board meeting.

It was suggested that we might be able to collaborate with the Jewish Museum and schedule the public lectures in conjunction with their lecture series.

Assignment

3. Ginny will revise the draft calendar of events for preparation and follow up to board meetings and resubmit it to this group.

B. **Steering Committee**

It was agreed that the CIJE Steering Committee should meet six times each year, including two meetings to be held in conjunction with board meetings. Of the other four meetings, two will generally be scheduled in New York and two in Cleveland. We will aim to set a meeting for staff with MLM for the afternoon and evening prior to each of these Steering Committee meetings.

Assignment

It was proposed that the next Steering Committee meeting be held on Wednesday, August 24, in Cleveland. It will be preceded by an evening staff meeting with MLM on Tuesday, August 23, at 7:00 PM. Ginny will check the August 24 date with Steering Committee members.

Following is a proposed agenda for the Steering Committee Meeting:

1. Introduce Nessa Rapoport. Discussion of leadership development.
2. Discuss plans for October board meeting.
3. Review draft mission statement.
4. Presentation by Seymour Fox and Annette Hochstein on their work with senior personnel and its implications for CIJE.



Ginny will send Nessa the several current mission statement drafts which are under review.

V. **PLANS FOR OCTOBER BOARD MEETING**

A. **Evening Lecture**

It was proposed that for the October meeting, we would try to design a program for the evening preceding the board meeting for presentation to board members, former commission members, and a small cadre of friends. In a "brainstorming session", the following possible topics and speakers were proposed:

<u>Topic</u>	<u>Possible Presenters</u>
1. Leadership and Systemic Change	Peter Senge Orit Gavish Peter Drucker Michael Walzer Diane Ravitch Marshall Smith Ann Swidler Renald Levy Ted Sizer Howard Gardner Elie Wiesel Josef Yerushalmi
2. Religion and Values in America	Peter Steinfeld Peter Berger Robert Bella Arnie Eisen
3. Jewish Studies and their Role in Jewish Identity	Ruth Weiss
4. Jewish History Where Individual Leadership Made a Difference	Gary Wills

5. Panel on an issue in Contemporary  
Jewish American Life

Jonathan Sarna  
David Ellenson  
Dan Gordis  
David Wolpe  
Steve Spiegel  
Deborah Dash Moore  
Jack Wertheimer  
Paula Heiman  
Deborah Lipstadt  
Steven P. Cohen

After extended discussion, it was agreed that we would propose a panel presentation on The Continuity Crisis in the '90's Within a Jewish Historical Perspective. Possible presenters would be no more than three of: Jonathan Sarna, David Ellenson, Jack Wertheimer, Paula Hyman and Deborah Dash Moore.

Barry will begin to explore the availability of presenters while Alan discusses the concept with MLM. We will need to develop a budget for this and future board presentations.

B. **Agenda for Board Meeting**

It is anticipated that the centerpiece for the board meeting will be a presentation by Adam Gamoran and Ellen Goldring on the composite report of the Educators Surveys. This would begin with a presentation, including slides, followed by serious discussion and a CIJE response. It was suggested that we may wish to have an expert in education personnel observe the presentation and discussion and provide an informed but dispassionate summary at the conclusion. Possible people to take this role might include Ted Sizer, Judy Lanier, or Linda Darling Hammond.



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

FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/22/95

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMT STARTED	DUE DATE
1.	Arrange with SHH date for meeting with D. Bader, then contact Bader.		ADH	6/20/94	6/30/94
2.	Propose public lecture topic/speakers to MLM for his reaction.		ADH	6/22/94	7/7/94
3.	Revise draft calendar of events for preparation and follow up to board meetings and resubmit to group.		VFL	6/22/94	7/7/94
4.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	6/6/94	7/15/94
5.	Begin to check availability of speakers for October board meeting.		BWH	6/22/94	7/25/94
6.	Complete and distribute Board committee notes.		ADH	5/31/94	8/15/94
7.	Complete and distribute Board committee notes.		EG	5/31/94	8/15/94
8.	Work with Nessa on her orientation to CIJE.		TEAM	6/22/94	8/21/94
9.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	8/23/94
10.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD

proposed agenda.

- A. Plans for October Board Meeting
- B. Next Steps with Committees
- C. Orientation of Nessa Rapoport
- D. Development of a detailed calendar of events
- E. Scheduling a meeting of Hoffmann and Bader in Cleveland.
- F. New York Office

Prior to the staff meeting, and in preparation for the development of a detailed calendar of events, the following assignments for backward mapping are to be undertaken:

- 1. GA - Alan
- 2. Next two Board Meetings - Ginny
- 3. Leadership Institute - Gail
- 4. Post Seminar Goals Project - Barry
- 5. Lead Communities - Gail
- 6. Best Practices - Barry
- 7. Steering Committee (two more meetings in 1994 and six in 1995) - Ginny

As soon as the time of the staff meeting is definite, Ginny will invite Nessa to participate.



X ASSIGNMENTS  
 ACTIVE PROJECTS  
 RAW MATERIAL  
 FUNCTIONAL SCHEDULE

FUNCTION	CIJE STAFF TELECONFERENCE
SUBJECT/OBJECTIVE	ASSIGNMENTS
ORIGINATOR/PROJECT LEAD	VFL
DATE	6/15/94

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMT STARTED	DUE DATE
1.	Talk with Aryeh Davidson about participation in Goals Seminar.		BWH	6/6/94	6/17/94
2.	Talk with Jane Gellman, Barry Shrage, Sara Lee, John Ruskay, Dave Sarnat and Harry Stern regarding Goals Seminar.		ADH	5/10/94	6/17/94
3.	Talk with Rachel Cowan regarding Goals Seminar.		BWH	5/10/94	6/17/94
4.	Talk with Bill Schatten and Janice Alper about Goals Seminar.		GZD	5/31/94	6/17/94
5.	Talk with Beverly Gribetz, Rowana Sharowsky and Mark Gurvis about participation of day school representatives.		ADH	6/6/94	6/17/94
6.	Complete and distribute Board committee notes.		ADH	5/31/94	6/17/94
7.	Research possibility of renting a laptop computer for use by Daniel Pekarsky during Goals Seminar.		VFL	6/15/94	6/17/94
8.	Consider whether some form of Friday night hospitality should be planned for July 8.		ADH	5/31/94	6/20/94
9.	Contact Israel Scheffler and Isadore Twersky about their participation in the institute.		ADH	6/15/94	6/20/94
10.	Complete and distribute Board committee notes.		EG	5/31/94	7/15/94
11.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	6/6/94	7/15/94
12.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	7/23/94

Staff Telecon  
July 22, 1994  
1:30 - 3:30 pm

## AGENDA

~~I.~~ 1994-95 Dates

~~II.~~ Aug. 24 Steering Committee

### A. Agenda

1. Pekarsky report on goals seminar
2. Introduction of Nessa
3. Personnel Document
4. Leadership Institute

### B. Materials

~~III.~~ CJF Commission Meeting

~~IV.~~ Follow-up to Goals Seminar

☒ V. October Board Meeting

### A. Agenda

### B. Documents and Reports

### C. Public Lecture

## VI. GA

<b>CJJE</b> Council for Initiatives in Jewish Education PO Box 84553, Cleveland, Ohio 4101 Ph: 212-532-2360 • Fax: 212-532-2646	Date 7-2	# of pages 6 + 6
TO CJJE-NY	FROM VFL	
CO. CFT.	CO.	
	PHONE #	212-391-1852
FAX #	FAX #	212-391-5430



DRAFT 7/21/94

## CIJE CALENDAR 1994-1995

1994

### August

- 22 9am - Noon NY Staff
- 23 4pm Staff (in Cleveland) - GZD, AG, EG, ADH, SHH, BWH,  
VFL, DP, NR  
7pm Staff + MLM
- 24 9:30 - 3:30 Steering Committee (Cleveland)  
6 pm MLM, ADH, RAS
- 25 9am - 7pm MEF Advisory Committee (Cleveland) - GZD, SF, AH, ADH, AG,  
EG, M. Imbar, BWH
- 26 early am (Cleveland) ~~SH~~, AH, SHH, ADH, J. Woocher, 62D
- 28-30 CJE Quarterly (NY) - ADH [possibly GZD, BWH, NR]
- 31 9am - 1pm NY Staff

### September

- 1 9:30am - 7pm JESNA/CIJE retreat (NY) - GZD, AG/EG, SHH, ADH, BWH,  
VFL, DP, NR + JESNA
- 5 LABOR DAY
- 6-7 ROSH HASHANA
- 12 9am - 1pm NY Staff
- 15 YOM KIPPUR
- 19 9am - 1pm NY Staff
- 20-21 SUKKOT
- 27 SHEMINI ATZERET
- 28 SIMCHA TORAH

(1994 Cont.)

## October

4 (tent.) 7pm Staff + MLM (New York Pre-plan)

5 10am - 4pm Steering Committee  
6pm - 7:30 pm Executive Committee  
8pm - 9:30 pm Board Plenary and Public Event

6 10am - 4pm Board Committees and Plenary  
4pm - 5pm Staff + MLM

10 COLUMBUS DAY

11 9am - 1pm NY Staff

17 9am - 1pm NY Staff

24 9am - 1pm NY Staff

30 - 11/3 Leadership Institute - Harvard

## November

4 9am - 1pm NY Staff

7-11 Consultation with SF, AH [,D. Marom] - New York

14 9am - 1pm NY Staff

15-20 GA (Denver) - GZD, AG, EG?, ADH, BWH, VFL?, NR  
17 Possible CIJE breakfast

21 9am - 1pm NY Staff

24 THANKSGIVING

27 CHANUKA (first night)

30 9am - 1pm NY Staff

## December

5 9am - 1pm NY Staff

12 9am - 1pm NY Staff

19-23 Mandel Institute Board (Israel) - ADH, NR



## 1995

### January

3	9am - 1pm	NY Staff
9	9am - 1pm	NY Staff
16	9am - 1pm	NY Staff
23	9am - 1pm	NY Staff
30	9am - 1pm	NY Staff

### February

6	9am - 1pm	NY Staff
6-10		Consultation with SF & AH (New York)
13(tent.)	7pm	Staff + MLM (Cleveland?)
14	9:30 - 3:30	Steering Committee (Cleveland?)
16		PURIM
23	9am - 1pm	NY Staff

### March

6	9am - 1pm	NY Staff
13	9am - 1pm	NY Staff
20	9am - 1pm	NY Staff
27	9am - 1pm	NY Staff

### April

3	<del>9am - 1pm</del>	<del>NY Staff</del>
9-23		ADH in Israel
15-16		PESACH
21-22		PESACH
24	9am - 1pm	NY Staff

**April, 1995 (cont.)**

25 (tent.) 7pm Staff + MLM (New York Pre-plan)

26 10am - 4pm Steering Committee  
6pm - 7:30 pm Executive Committee  
8pm - 9:30 pm Board Plenary and Public Event

27 10am - 4pm Board Committees and Plenary  
4pm - 5pm Staff + MLM

**May**

1 9am - 1pm NY Staff

4 YOM HA'ATZMA'UT

8 9am - 1pm NY Staff

15 9am - 1pm NY Staff

18 LAG B'OMER

22 9am - 1pm NY Staff

31 9am - 1pm NY Staff

**June**

4-5 SHAVUOT

7 7pm Staff + MLM

8 9:30 - 3:30 Steering Committee

12 9am - 1pm NY Staff

19 9am - 1pm NY Staff

26 9am - 1pm NY Staff

**July**

6 9am - 1pm NY Staff

17 9am - 1pm NY Staff

23 - 8/20 Alan in Israel



## August, 1995

13-17 CAJE (UMASS Amherst)  
 21 9am - 1pm NY Staff  
 24(tent.) 7pm Staff + MLM (Cleveland)  
 25(tent.) 9:30-3:30 Steering Committee  
 28 9am - 1pm NY Staff

## September

4 LABOR DAY  
 5 9am - 1pm NY Staff  
 11 9am - 1pm NY Staff  
 17-10/18 ADH in Israel

## October

19 9am - 1pm NY Staff  
 23 9am - 1pm NY Staff  
 30 9am - 1pm NY Staff

## November

1-2} or Steering Committee and Board in New York  
 8-9}  
 6 9am - 1pm NY Staff  
 13 9am - 1pm NY Staff  
 14-19 GA (Boston)  
 22-12/4 ADH in Israel

## December

6 9am - 1pm NY Staff  
 7,14,or22 Steering Committee  
 11&18 9am - 1pm NY Staff

CIJE Council for Initiatives in Jewish Education PO Box 84553, Cleveland, Ohio 44101 PH: 212-632-2300 • FAX: 212-632-2646	Date	7-22-94	# of pages	1
	FROM	VFL	DO.	
TO	CIJE - N.Y.			
REMARKS	THIS IS A REVISION OF			
	LAST PAGE '95			
	WWW.CALONAR SENT 7-21-95			
	PHONE	212-391-1852		
	FAX	212-391-5430		

**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** June 22, 1994

**DATE MINUTES ISSUED:** June 30, 1994

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

**COPY TO:** Morton L. Mandel, Richard A. Shatten

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## I. ASSIGNMENTS

The assignments of June 15 were reviewed and revised to reflect work which has been accomplished in preparation for the Goals Seminar.

It was agreed that a schedule of the seminar and accompanying cover letter would be sent to all registrants by the end of the week. In addition, the following list of interested non-participants will be sent a copy of the schedule.

Steve Chervin	Judith Ginsburg	David I. Sarnat
John Colman	Morton Mandel	William Schatten
Rachel Cowan	Nessa Rapoport	Richard Shatten
Craig Dykstra	Steven Rod	Barry Shrage
Alan Finkelstin	Leonard Rubin	Harry Stern
Darrell Friedman	John Ruskay	Joel Zaiman

Seminar reading materials were also to be mailed to seminar participants as soon as the final elements could be assembled.

## II. ORIENTATION OF NESSA RAPOPORT

Alan reported that Nessa has accepted the position of "Leadership Development Officer" with CIJE and will officially begin on August 21. The following list of orientation materials and activities was generated:

- A. Nessa is to be considered a member of the core staff, to participate in meetings of that group and to receive all materials distributed to that group.
- B. As she reviews materials and participates in meetings, Nessa will develop a "glossary" of terms which require clarification. This list will serve as a basis for discussion with key players in CIJE.
- C. Gail will provide a briefing on the work with Lead Communities.
- D. Barry will provide orientation on Best Practices.



- E. Ginny will request from Adam Gamoran a list of MEF materials which should be supplied to orient Nessa to that project.
- F. Gail will provide Nessa with her file on the Goals Seminar.
- G. Barry will provide the current draft of "total vision." Nessa will review the binder from the most recent Mandel Institute board meeting. Ginny will provide Commission background papers and Barry will provide the document entitled, "Lead Communities at Work."
- H. Alan will bring Nessa up to date on the work with the CJF Commission.
- I. Barry will update Nessa on our relationship with JESNA.
- J. Nessa will participate in a staff meeting in New York on July 22.
- K. The CIJE core staff and the JESNA staff will meet on September 1.
- L. Ginny will arrange for business cards for Nessa. We will now make arrangements for an appropriate computer for Nessa's use.

### III. PLANS FOR HOFFMANN/HOFFMAN/BADER MEETING IN CLEVELAND

Assignment Alan proposes to meet with Steve Hoffman and Daniel Bader in Cleveland on July 20 or 21. This is the result of Alan's offer to Bader to think through (confidentially) his grant to the Milwaukee Lead Project. He will propose this to Steve Hoffman when they meet in Israel and will then contact Dan Bader. Ginny will provide any necessary follow up and make the appropriate arrangements.

### IV. DEVELOPMENT OF A DETAILED CALENDAR OF EVENTS

We began the process of "backward mapping" in order to plan the steps necessary to prepare for Steering Committee and Board meetings. This process still must be undertaken for the GA, the Leadership Institute, the Post-Seminar Goals Project, Lead Communities and Best Practices.

It was reported that Alan, Barry and Gail have begun developing an 18 month work plan which they will now begin to put into a calendar. One major aspect of this process has been to outline the work Gail has been doing with the Lead Communities so that aspects of this work can be redistributed or eliminated, as appropriate. As we move forward, each member of the core staff will have a committee assignment, an area of specialization, and a general assignment.

A. Board Meetings

Assignment

1. It was agreed that we should begin now to set the dates for two 1995 board meetings. Ginny will send a note to MLM on this subject.

2. Public Lectures

Once we have the dates for future board meetings, we should begin immediately to select the topics and identify potential presenters. Ideally, this should be done 12 months prior to a board meeting.

It was suggested that we might be able to collaborate with the Jewish Museum and schedule the public lectures in conjunction with their lecture series.

Assignment

3. Ginny will revise the draft calendar of events for preparation and follow up to board meetings and resubmit it to this group.

B. Steering Committee

It was agreed that the CIJE Steering Committee should meet six times each year, including two meetings to be held in conjunction with board meetings. Of the other four meetings, two will generally be scheduled in New York and two in Cleveland. We will aim to set a meeting for staff with MLM for the afternoon and evening prior to each of these Steering Committee meetings.

Assignment

It was proposed that the next Steering Committee meeting be held on Wednesday, August 24, in Cleveland. It will be preceded by an evening staff meeting with MLM on Tuesday, August 23, at 7:00 PM. Ginny will check the August 24 date with Steering Committee members.

Following is a proposed agenda for the Steering Committee Meeting:

1. Introduce Nessa Rapoport. Discussion of leadership development.
2. Discuss plans for October board meeting.
3. Review draft mission statement.
4. Presentation by Seymour Fox and Annette Hochstein on their work with senior personnel and its implications for CIJE.



Ginny will send Nessa the several current mission statement drafts which are under review.

V. PLANS FOR OCTOBER BOARD MEETING

A. Evening Lecture

It was proposed that for the October meeting, we would try to design a program for the evening preceding the board meeting for presentation to board members, former commission members, and a small cadre of friends. In a "brainstorming session", the following possible topics and speakers were proposed:

<u>Topic</u>	<u>Possible Presenters</u>
1. Leadership and Systemic Change	Peter Senge Orit Gavish Peter Drucker Michael Walzer Diane Ravitch Marshall Smith Ann Swidler Renald Levy Ted Sizer Howard Gardner Elie Wiesel Josef Yerushalmi
2. Religion and Values in America	Peter Steinfeld Peter Berger Robert Bella Arnie Eisen
3. Jewish Studies and their Role in Jewish Identity	Ruth Weiss
4. Jewish History Where Individual Leadership Made a Difference	Gary Wills

5. Panel on an issue in Contemporary  
Jewish American Life

Jonathan Sarna  
David Ellenson  
Dan Gordis  
David Wolpe  
Steve Spiegel  
Deborah Dash Moore  
Jack Wertheimer  
Paula Heiman  
Deborah Lipstadt  
Steven P. Cohen

After extended discussion, it was agreed that we would propose a panel presentation on The Continuity Crisis in the '90's Within a Jewish Historical Perspective. Possible presenters would be no more than three of: Jonathan Sarna, David Ellenson, Jack Wertheimer, Paula Hyman and Deborah Dash Moore.

Barry will begin to explore the availability of presenters while Alan discusses the concept with MLM. We will need to develop a budget for this and future board presentations.

B. Agenda for Board Meeting

Assignment

It is anticipated that the centerpiece for the board meeting will be a presentation by Adam Gamoran and Ellen Goldring on the composite report of the Educators Surveys. This would begin with a presentation, including slides, followed by serious discussion and a CIJE response. It was suggested that we may wish to have an expert in education personnel observe the presentation and discussion and provide an informed but dispassionate summary at the conclusion. Possible people to take this role might include Ted Sizer, Judy Lanier, or Linda Darling Hammond.



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

FUNCTION	CIJE STAFF TELECONFERENCE
SUBJECT/OBJECTIVE	ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/22/95

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMT STARTED	DUE DATE
1.	Arrange with SHH date for meeting with D. Bader, then contact Bader.		ADH	6/20/94	6/30/94
2.	Propose public lecture topic/speakers to MLM for his reaction.		ADH	6/22/94	7/7/94
3.	Revise draft calendar of events for preparation and follow up to board meetings and resubmit to group.		VFL	6/22/94	7/7/94
4.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	6/6/94	7/15/94
5.	Begin to check availability of speakers for October board meeting.		BWH	6/22/94	7/25/94
6.	Complete and distribute Board committee notes.		ADH	5/31/94	8/15/94
7.	Complete and distribute Board committee notes.		EG	5/31/94	8/15/94
8.	Work with Nessa on her orientation to CIJE.		TEAM	6/22/94	8/21/94
9.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	8/23/94
10.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD
CIJE 14 5/94					

**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** July 22, 1994

**DATE MINUTES ISSUED:** July 25, 1994

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

**COPY TO:** Morton L. Mandel, Richard A. Shatten

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**I. MINUTES AND ASSIGNMENTS**

- Assignment A. The minutes and assignments of June 22 were reviewed. Ginny will ask Adam Gamoran for a list of materials on the MEF project to forward to Nessa for her orientation.
- B. Ginny is keeping a list of issues for consideration by a CIJE controller and will add to the list the maintenance of a data base of names and addresses.
- Assignment C. A draft calendar of 1994 and 1995 dates had been sent in advance. Gail will send Ginny some revisions to be incorporated in the next draft.
- Assignment D. Ginny will arrange for Nessa to be put on CompuServe.

**II. AUGUST 24 STEERING COMMITTEE**

**A. Agenda**

The following agenda was developed and will be forwarded to MLM for his review prior to a conversation with Alan.

CIJE STEERING COMMITTEE  
August 24, 1994, 9:30 AM - 3:30 PM  
JEWISH COMMUNITY FEDERATION - CLEVELAND

**PROPOSED AGENDA**

- |      |   |                 |
|------|---|-----------------|
| I.   | The Goals Seminar and the Goals Project   | Daniel Pekarsky |
|      | - Possible discussion with Mark Gurvis, Ray Levi and Dan Polster about the impact on Cleveland. |                 |
| II.  | CIJE Personnel Action Plan: Harvard Leadership Institute  | Gail Dorph      |
| III. | Telling the CIJE Story: A Preliminary Discussion  | Nessa Rapoport  |



CIJE STAFF TELECONFERENCE  
July 22, 1994

Page 2

- |       |   |   |
|-------|---|---|
| IV.   | Board Meeting Agenda                                      | Alan D. Hoffmann  |
| V.    | Committee Chairs and Staff - Work Session<br>(Over Lunch) |   |
| VI.   | Building Senior Personnel: The Mandel Institute and CIJE  | Morton L. Mandel  |
| VII.  | CJF/CIJE/JESNA Relationship                               | Morton L. Mandel<br>Steven H. Hoffman<br>Alan D. Hoffmann |
| VIII. | Review Calendar for 1994 to 1995<br>*****                 | Morton L. Mandel  |

B. Next Steps

- |            |    |   |
|------------|----|---|
| Assignment | 1. | Jon Woocher has agreed to join the Steering Committee, but is not available for this meeting. Ginny is to send him all meeting materials.   |
|            | 2. | Ginny will try to arrange a meeting for Nessa with Chuck Ratner on the afternoon of August 23. (Done)   |
| Assignment | 3. | Ginny will ask Mark Gurvis, Ray Levi and Dan Polster to hold the morning of August 24 for possible participation in the session on Goals Seminar. Barry and Daniel will plan the session. |
| Assignment |    |   |

C. Materials

- |            |    |   |
|------------|----|---|
|            | 1. | Goals Seminar packet to include the following: <ul style="list-style-type: none"> <li>a. Seminar schedule</li> <li>b. Proceedings of each day</li> <li>c. Other papers distributed during the seminar</li> <li>d. Readings</li> </ul> |
| Assignment | 2. | Leadership Institute Brochure (Gail will send Ginny a supply.)  |
| Assignment | 3. | Memo on the personnel project. (Ginny will ask for a current version.)  |
|            | 4. | Cover letter which will confirm the meeting, transmit the materials, report on Nessa's addition to the staff and include her bio.   |

CIJE STAFF TELECONFERENCE  
July 22, 1994

Page 3

5. The current version of the CJF/CIJE/JESNA public statement will be distributed at the meeting, but not sent out in advance.

III. FOLLOW UP TO GOALS SEMINAR

A. Communication

Assignment Ginny will draft a letter from Alan to participants enclosing the Greenberg letter, the proceedings of Day 5, and the portraits of people who chose to share them. The letter will refer to the availability of tapes at a cost of \$8.75 each. It may also refer to a transcript of the Rosenak presentation. Ginny and Gail will follow up with Abby and Caroline to clarify what is available.

Assignment In addition to material to be sent to participants, Barry and Ginny will discuss what might be sent to interested non-participants listed in the June 22 minutes. This may involve developing a synthesis of the five-day proceedings. Such a document might also be sent to the Board.

- B. Ginny will send the responses to the concluding questionnaire to Michelle in New York for transcription.

Assignment C. There was some question as to whether we might develop a special goals seminar for Chizuk Amuna. Barry will talk with Joel Zaiman and Chaim Botwinick about the possibility of doing something in this regard.

IV. OCTOBER BOARD MEETING

A. Evening lecture

We would like to begin at the October board meeting with the approach which includes a lecture on the evening preceeding the board meeting. It was suggested that Terry Deal, a major figure on leadership for education, be asked to make a presentation. This might be followed by a response from a member of the Jewish Community on Leadership for Jewish Education.

Ginny will find out from Annette how to reach Ellen. Gail will talk with Ellen about this possibility and how to proceed. (Done) Alan will discuss the suggestion with MLM.



CIJE STAFF TELECONFERENCE  
July 22, 1994

Page 4

B. Executive Committee

According to the proposed schedule, the Executive Committee will meet at 6:00 - 7:30PM over dinner. A likely topic for discussion with this group is the CJF/JESNA/CIJE partnership.

C. Board Meeting

1. Draft agenda

AMERICAN JEWISH  
ARCHIVES  
CIJE BOARD OF DIRECTORS  
OCTOBER 6, 1994  
UJA/FEDERATION OF JEWISH PHILANTHROPIES  
10:00 AM TO 4:00 PM

DRAFT AGENDA

- |      |   |                                |
|------|---|--------------------------------|
| I.   | Introductory Remarks  | Morton L. Mandel               |
| II.  | The State of CIJE   | Alan D. Hoffmann               |
| III. | Presentation of Personnel Study   | Adam Gamoran<br>Ellen Goldring |
|      | Lunch   |                                |
| IV.  | Committee Meetings (Focus on morning presentation from perspective of committee.) |                                |
| V.   | Committee Reports   |                                |
| VI.  | Possible synthesis by scholar in residence or CIJE staff member                   |                                |
| VII. | D'var Torah   | To Be Determined               |

\* \* \* \* \*

2. Materials for Board Meeting

- a. Committee Members should receive a brief report to the committee as well as agenda for the committee meeting. All four will be included in the meeting book.

CIJE STAFF TELECONFERENCE  
July 22, 1994

Page 5

- b. A letter from MLM to indicate that the focus of the meeting will be the issue of personnel. The letter should include a reminder of how we arrived at this as a central issue (pre-condition) and where we are now. As an alternative to sending a separate report for each committee (or in addition), the letter might include one or two paragraphs from the perspective of each committee on the issue of personnel.

## Assignment

- c. Nessa will prepare a summary piece on the Goals Seminar to be included in this material.

## V. GA

Alan reported having met with Jon Woocher. The GA structure is not yet final, but there will be sessions on Jewish continuity organized around the four focus areas of the CJF commission. Alan suggested a session on personnel which would be chaired by MLM and might include the following:

- A. Marshall Smith on the crisis of personnel in American education
- B. Adam Gamoran and Ellen Goldring on the crisis of personnel in Jewish education.
- C. Amnon Rubenstein possibly on how Israel can help in the area of senior personnel.

Alan discussed with Jon the fact that CIJE should appear elsewhere on the agenda. Still under discussion is the possibility of a discussion on goals or one on evaluation. On Thursday morning there may be study sessions at which CIJE staff will be asked to teach. We should have an outline by July 28th.

The possibility of a CIJE breakfast for members of the Board, Lead Community representatives, and people from the other communities with which we are engaged was discussed for Thursday, November 17, at 7:00 AM. Minister Rubenstein might come as a special guest.




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

FUNCTION	CIJE STAFF TELECONFERENCE
SUBJECT/OBJECTIVE	ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/22/94

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMT STARTED	DUE DATE
1.	Ask Mark Gurvis, Ray Levi and Dan Polster to hold the morning of August 24 for possible participation in Goals Seminar session.		VFL	7/22/94	7/27/94
2.	Send Ginny supply of Leadership Institute brochures.		GZD	7/22/94	7/27/94
3.	Ask Annette for current version of personnel project memo.		VFL	7/22/94	7/27/94
4.	Follow up with Abby and Caroline on materials available to send out to Goals Seminar participants.		VFL/GZD	7/22/94	7/27/94
5.	Arrange for Nessa to be put on CompuServe.		VFL	7/22/94	7/27/94
6.	Ask A. Gamoran for list of materials on the MEF project to forward to Nessa for orientation.		VFL	7/22/94	7/31/94
7.	Draft letter from Alan to Goals Seminar participants with enclosures.		VFL	7/22/94	8/1/94
8.	Complete and distribute Board committee notes.		ADH	5/31/94	8/15/94
9.	Complete and distribute Board committee notes.		EG	5/31/94	8/15/94
10.	Plan Goals session for August 24 Steering Committee Mtg.		BWH/DB	7/22/94	8/15/94
11.	Discuss and develop possible mailing of goals seminar proceedings to interested non-participants.		BWH/VFL	7/22/94	8/15/94
12.	Talk to Joel Zaiman and Chaim Botwinick about possibility of developing special goals seminar for Chizuk Amuna.		BWH	7/22/94	8/15/94
13.	Send Jon Woocher all Steering Committee meeting materials.		VFL	7/22/94	8/20/94
14.	Work with Nessa on her orientation to CIJE.		TEAM	8/22/94	8/21/94
15.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	8/6/94	8/21/94
16.	Prepare summary piece on Goals Seminar.		NR	7/22/94	8/22/94

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

FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	7/22/94

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMT STARTED	DUE DATE
17.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	8/23/94
18.	Begin to check availability of speakers for October board meeting.		BWH	6/22/94	8/25/94
19.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD
					
CIJE 14 5/94					



**MINUTES:** CIJE STAFF TELECONFERENCE

**DATE OF MEETING:** August 1, 1994

**DATE MINUTES ISSUED:** August 2, 1994

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

**COPY TO:** Morton L. Mandel, Nessa Rapoport, Richard A. Shatten

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**I. MINUTES**

Minutes of July 22 were reviewed.

**II. STEERING COMMITTEE**

The following revised agenda of the Steering Committee was discussed and approved.

- |       |  |               |
|-------|--|---------------|
| I.    | Welcome  | MLM           |
| II.   | Building Senior Personnel:<br>The Mandel Institute and CIJE    | MLM           |
| III.  | CIJE Personnel Action Plan:<br>Harvard Leadership Institute    | GZD           |
| IV.   | Goals Seminar and Goals Project<br>(Gurvis, Levi, and Polster) | DP            |
| V.    | Lunch  |               |
| VI.   | Committee Chairs and Staff - Work Session                      |               |
| VII.  | Review Board Meeting Agenda                                    | ADH           |
| VIII. | Telling the CIJE Story:<br>A Preliminary Discussion            | NR            |
| IX.   | CJF/CIJE/JESNA Relationship                                    | MLM, SHH, ADH |
| X.    | Review Calendar for 1994-95                                    | ADH           |

Ginny will send an e-mail message to Annette reminding her that we need the revised memo on personnel to distribute prior to the meeting. (Done: AH is fed-exing memo.)

Ginny will draft a cover memo to accompany materials which will be sent to the Steering Committee members by August 8. (Done)

Gail and Alan will discuss in more detail what should be included in the presentation on the personnel action plan. There may be ways that the Steering Committee can be tapped for its advice on how to proceed .

### III. GOALS SEMINAR FOLLOW UP

Ginny will draft a cover letter to accompany the proceedings of Day 5 and an additional article by Greenberg. (Done) This will be sent to all participants in the seminar and to Steve Chervin, Dave Sarnat and Bill Schatten of Atlanta. In addition, the biographical summaries will be sent to participants who did not attend the closing dinner. Abby will send Ginny a list of those people. (Done)

Assignment Barry will review the seminar program and be in touch with Abby about those segments for which the tapes should be duplicated and made available. Abby will be responsible for getting the appropriate sessions copied onto discreet tapes.

Assignment Barry and Dan Pekarsky will contact the people who reported for their community groups and asked for written copies of their summaries. These will be referred to in the transmittal letter of the other materials.

Daniel Marom joined the telecon to report that he is scheduled to meet with Amy Gerstein, a coach trainer for the essential schools project, in mid-August. Discussion centered around whether a CIJE staff person should accompany Daniel to California. It was concluded that he will go alone and assess her potential as a contributor to the CIJE. She may be an appropriate and willing resource for participation in the November 7-11 consultation in New York. Gail and Barry will let Daniel know if they have any specific questions for Gerstein.

Assignment Daniel will arrange with Gail and Barry for a debrief conversation following the California trip.



#### IV. BOARD MEETING

Assignment Gail was to have further information about the availability and affordability of Terrence Deal later in the day. Following resolution of his participation, Alan is to invite Yitz Greenberg to discuss Jewish conceptions of leadership. Each of the two would be asked to speak for one-half hour. It has been suggested that the program include questions, discussion, or some other involvement by appropriate respondents, possibly Alan Finkelstein, Josh Elkin, and a layperson. Later: Gail has reported success in securing Deal for a fee well below his usual charge and half of his travel expenses.

#### V. MISCELLANEOUS ITEMS

Assignment A. It has been suggested that the covers of the Best Practice books be reprinted to downplay the centrality of the Lead Communities in the work of CIJE. Ginny got an estimate which suggests the cost would be well over one dollar per book. Barry will check to see if JCCA can do this less expensively.

B. It was noted that staff should be aware of the likelihood that Adam and Ellen will feel we are asking for too much of their time. This will be discussed further if/when it becomes an issue.

C. Alan will respond to a letter from Jay Roth about his thoughts on vision-driven camping.

D. A meeting has been scheduled for Alan with representatives of the Agnon School on August 23. Staff will discuss at its August 22 meeting what our policy should be on working with individual institutions. They will also decide at that time who, in addition to Alan, should participate in that meeting.

E. Ginny will try to arrange a meeting for Alan with Mark Gurvis on Tuesday, August 23, to discuss CIJE's relationship with Cleveland and next steps. (Done: 1:00 PM lunch at Sheraton City Centre.)

#### F. New Support Staff

##### 1. Secretary

Assignment Barry will arrange to have Cecil of JCCA place advertisements in the Jewish Week and the New York Times on a timetable that will allow for screening of candidates at the end of August and final interviews on September 2 with the goal of a start date immediately following Labor Day.

2. Executive Assistant

A job description needs to be prepared and circulated among the major New York Jewish institutions. We will try to use our networks to identify the appropriate person. If necessary, an ad will be placed in the Jewish Week.

G. Atlanta Report

Alan's summary of his meetings in Atlanta was discussed.





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

FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	8/1/94

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNM'T STARTED	DUE DATE
1.	Invite Yitz Greenberg to discuss Jewish conceptions of leadership at October Board Meeting.		ADH	8/1/94	8/3/94
2.	Review seminar program and be in touch with Abby about those segments for which tapes should be duplicated and made available.		BWH	8/1/94	8/8/94
3.	With Dan Pekarsky contact people who reported for their community groups and asked for written copies of their summaries.		BWH	8/1/94	8/8/94
4.	Let D. Pekarsky know if they have any specific questions for Gerstein.		BWH/GZD	8/1/94	8/8/94
5.	Complete and distribute Board committee notes.		ADH	5/31/94	8/15/94
6.	Complete and distribute Board committee notes.		EG	5/31/94	8/15/94
7.	Plan Goals session for August 24 Steering Committee Mtg.		BWH/DP	7/22/94	8/15/94
8.	Discuss and develop possible mailing of goals seminar proceedings to interested non-participants.		BWH/VFL	7/22/94	8/15/94
9.	Talk to Joel Zaiman and Chaim Botwinick about possibility of developing special goals seminar for Chizuk Amuna.		BWH	7/22/94	8/15/94
10.	Check to see if JCCA can reprint covers of BP books less expensively.		BWH	8/1/94	8/15/94
11.	Have Cecil of JCCA place advertisements in the "Jewish Week" and the New York Times on a timetable that will allow for screening of candidates at the end of August and final interviews on Sept. 2.		BWH	8/1/94	8/15/94
12.	Send Jon Woocher all Steering Committee meeting materials.		VFL	7/22/94	8/20/94
13.	Work with Nessa on her orientation to CIJE.		TEAM	6/22/94	8/21/94
14.	Consider whether to invite education leaders from Boston, Cleveland, and Palm Beach to Leadership Institute.		ADH	6/6/94	8/21/94
15.	Prepare summary piece on Goals Seminar.		NR	7/22/94	8/22/94
16.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	8/23/94
17.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD

## CIJE STAFF MEETING

Sheraton Cleveland City Centre  
August 23, 1994  
4:00 PM

Participants: GZD, AG, EG, SHH, ADH, BWH, VFL, DP, NR

### CIJE Update & Issues

- 
- |   |       |
|---|-------|
| I. CIJE's involvement in communities                  | GZD   |
| II. Goals Project and CIJE capacity                   | BWH   |
| III. Toward Thursday's MEF Advisory Committee meeting | AG/EG |
| IV. Developing lay leadership and telling our story   | NR    |



ADH

MINUTES: CIJE STAFF MEETINGS

DATE OF MEETING: August 23-25, 1994

COPY TO: Roberta Goodman, Richard Shatten, Julie Tammivaara,  
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I. Staff -- August 23, 1994

(ADH, GZD, AG, EG, SHH, BWH, VFL, DP, NR)

A. This meeting focused on CIJE's involvement in communities as a point of departure for discussion of a range of other issues. The meeting opened with a presentation by Gail of where we are at present in our relationship with communities. She noted the following positive changes in community perceptions.

1. A year ago, the communities perceived themselves as "leading" communities (exemplars). They have begun to understand their role as laboratories -- sites for trying new approaches.
2. There has been a shift in emphasis to institutional quality, which people find easier to understand. It has become evident that we are interested in influencing educational institutions, not in homogenizing communities.
3. The goals seminar, the leadership seminar, and the integrative reports have extended the "conversation" to more people and settings within the communities. The discussion of personnel issues and the need to upgrade has expanded beyond a small number of people in a community.
4. Also during the past year certain questions have arisen:
  - a. What is our commitment (time and resources) to the original Lead Communities versus the remainder of our agenda?
  - b. What is the role of CIJE -- catalyst? architect? coach? trainer of trainers? consultant? Each of these requires a different approach.
  - c. Do they understand our expectations of the relationship? "Do we live in their consciousness?"

B. This presentation was followed by extensive discussion.

It was suggested that as a change agent, CIJE has no single role in the communities. We should judge ourselves not by how they perceive us, but by what is happening.

We have changed our strategies in the communities over the past year, but have not made this clear to them. Any community we work in should be a laboratory for building the profession and community mobilization. CIJE cannot take responsibility for broad-based systemic change. (This topic was discussed throughout the meetings.) Put another way, we no longer see our role as fixing the lead communities, but as using them to implement our ideas.

It was suggested that it is important for us to codify the current approach of CIJE and to explain it carefully to the steering committee and board. This should be done in writing in the coming months.

There was discussion about the degree to which CIJE has abandoned the concept of systemic change. It was suggested that while we are no longer committed to working across the board in any single community, our ultimate goal remains systemic change. As we learn from our work in various communities, we envision the outcomes being applicable in many others. The time frame for systemic change will be considerably longer than originally envisaged and we may have to deal with "systemic change-readiness" in some communities. We should not abandon the Lead Communities unless we are convinced that they cannot meet our criteria for change readiness. On the other hand, one can also learn considerably from laboratories which do not succeed.

It was suggested that we are discovering the interrelationship of community mobilization with all of our efforts in the communities. Having ideas is not sufficient; there needs to be a cadre of qualified people to begin implementation.

## II. Staff with MLM

The discussion of CIJE's relationship to communities continued as MLM joined the staff to work on finalizing plans for the Steering Committee meeting scheduled for the following day. Discussion focused on the work of the four committees of the board. Our relationship to communities remained a theme in light of the view that change must occur at the local level. It was noted that CIJE has learned in the past year that:

- A. There are three elements which must be present for our work to move ahead in a local community: A committed federation executive, an equally committed and well-placed lay leader, and a full-time professional devoted to this work.
- B. It is possible to communicate the importance of vision-driven institutions.



- C. We can develop a diagnostic profile of educational personnel in a community and use that as a basis to develop a personnel action plan.

We have also demonstrated that we are able to work on the continental level (goals seminar, leadership institute). We would like now to determine ways to disseminate what we have learned to a wider group of communities.

It was noted that the relationship of CIJE to the three Lead Communities has changed over the past eight months. We are continuing to work with them to the extent that they move our agenda forward, but are in the process of extricating ourselves from obligations to work with them where our agendas do not overlap. It was suggested that we may not yet have spent enough time in any one community to discover what we can learn from them.

It was suggested that this might be clarified by developing a carefully crafted document outlining our long term goals (e.g., systemic change) and enumerating short-term goals. This must eventually include, in a final iteration, a list of anticipated milestones. The CIJE Steering Committee might then be an appropriate group to help think through applications of this document.

The following four conclusions were outlined from the preceding discussion:

1. CIJE's ultimate goal is to work towards systemic change of Jewish education in North America.
2. We wish to position CIJE as a continental body with wide lay involvement.
3. We need a design that is logistically viable as we move forward.
4. There must be adequate staff capacity to accomplish these goals.

The group then turned to plans for the Steering Committee meeting scheduled for the following day and to a redesign of the committee structure of the board. It was suggested that the Steering Committee be expanded to add a vice-chair for each of the four board committees and that the Steering Committee setting be the place where the work of the committees takes place. This work would then be reviewed with the full committees twice each year.

It was suggested that consideration be given to expanding the board committees, to add lay people who have an interest and whom we wish to "develop." By building the committees, we will be working to mobilize community support.



III. Continuation of Staff Meeting -- August 25, 1994

(ADH, GZD, AG, EG, BWH, VFL, NR, WR)

Alan opened the meeting by summarizing the major new thrust which had been developed over the past two days. He indicated that we had moved from a structure where committees were the way to engage board members to one where the committees will even become "mini-commissions." This will involve changing the make-up of the board, adding a cadre of people committed to our goals, and working to engage them.

We also developed a new working relationship with the Steering Committee. The addition of a vice-chair to each working group will provide an opportunity to bring new people onto the board. This will be Alan's responsibility over the next several months.

Our task now is to develop four work plans, one for each committee. This will involve a close working relationship of committee staff people with their chairs and vice-chairs. Staff should plan to communicate with their chairs and vice-chairs every two weeks. The first product for discussion with chairs should be a work plan for each committee.

Discussion returned to the role of CIJE in local communities. It was suggested the CIJE will continue to act as a change agent, working with communities that seek our help and meet our criteria. Decisions on what to do in a particular community will be guided by the potential impact. All other factors being equal, preference will be given to our designated laboratory communities. It was suggested that work on the various projects of CIJE is often interdependent. Work on goals depends on leadership, as does the development of a personnel action plan.

It may now be time to develop an analytic tool as a basis for what has and has not worked in the communities, and why. This might help to clarify what factors are necessary for systemic change in a community. It would allow us an opportunity to clarify what we have learned and begin to disseminate it to other communities.

On the other hand, it was noted that so far we have designed and planned, but done very little implementation. Perhaps an important role for CIJE is to help a community put in place the factors necessary to move to implementation, and only then evaluate our relationship with these communities.

It was suggested that CIJE had begun with some basic assumptions about the process of change. Problems with timing, structure, etc., may have interfered with our ability to test those assumptions. We chose to start at the federated community level and move toward institutions and individuals. As an alternative, we may wish to consider the implications of starting from specifics and moving toward the systemic. Above all, it is critical to document assumptions and conclusions before we make any decisions about our relationship to the communities.



This discussion concluded with consensus that we should work only in those communities where we can implement our plans. We should, for example, have an action plan for building the profession and then figure out where we have the best chance of succeeding. It was clear that this is not the end of this conversation and that it will continue as work proceeds with the development of the four work plans.

