



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

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

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

Subseries 1: Meetings, 1990–1998.

Box
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Folder
2

Staff meetings. Minutes and assignments,
September 1994-December 1994.

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

Calendar

Fall 94

9/9/94: Revised

Board meeting: Advance

- Letter from Mort to board members: Done, approved by MLM
- Letter from Mort to other attendees: Ginny has faxed me final version
- Cover letter from Alan to accompany materials: NR to do
- Materials: Goals 5-page summary: Barry to call Danny
 - 2 BP articles: Barry to get Ginny clean copies
 - Terry Deal excerpt: Gail to call Holma; staff to review
 - Milwaukee Jewish Chronicle articles on personnel: NR waiting to get from Amy
- Other guests: Ginny has faxed us her list; Alan to review my master list; Michelle to assemble addresses
- Respondents: B. Gold; A. Finkelstein; H. Lookstein; J. Ruskay; M. Corson (Reserve: R. Cowan; CLAI); Alan to invite once they have received letters
- No press for this round
- Other press: JTA? Not yet done.
 - Jerus. Report? Late this month or Oct. 19
- Committees? Executive; steering; board: Ginny to talk to Alan
- Camper calls: Staff talk on Friday

- How to handle meetings with Aron Hirt-Mannheimer and Joan Rosenbaum:
 - NOTE: Aron arranged as lunch on Oct. 11, 1 PM, with all of us to explore theme issue on the teacher in Jewish education for Reform Judaism magazine. NR to send Aron ATTA; brochure; Mort interview (remind him that MLM is a Reform Jew); etc.

Board meeting: At:

- Press clips: Jerus. Report
- My revised bio + Mort introduction
- Adam/Ellen oral presentation: Advance preview of essential information to be unveiled at GA.

GA: Advance:

- NR has spoken to designer to get backward schedule and design/print budget for Policy Brief. (2-color; xeroxable)
- Work with Adam/Ellen on text: Give them deadline for first draft. NR has called Adam to set up phone date. Sept. 26 for first draft?
- LIST OF WHO SIGNS OFF ON POLICY BRIEF: Our staff, Ginny, Mort, Steve?, Chuck? Seymour, Annette, Adam/Ellen at each draft
- How to present material at GA? In kits or at meeting? Who will be my guide to the process? Barry to call Elaine Morris.
- If Sec. of Ed. comes, how to handle Jewish, general press?
- Other materials there? Brochures, etc., with Policy Brief?
- Call: Gary; J.J.; JTA; Jonathan Rosen

- Ask Gary for the most important paper/editors/reporters. Or informal meeting with Mort, Adam/Ellen, selected group of your peers?
- Plane reservations



Staff Telecon
Sept. 13, 1994
3:00 pm

AGENDA

- I. Review Assignments
- II. Board Meeting Issues
 - A. Agendas for steering committee, executive committee, board (review)
 - B. Materials to sent to steering committee, executive committee, board members
 - C. Names of respondents to Deal
 - D. Names/addresses of guests to be invited
 - E. What goes in meeting books: steering committee, executive committee (folder), board
 - F. Staff contact with committee chairs
 - G. Committee meetings: agendas, materials
 - H. Food for Steering Committee meeting
 - I. Adam/Ellen presentation
 - J. Camper contacts: assignments, script, timing
 - K. Responses to invitation
- III. GA
- IV. Leadership Institute
- V. Set next telecon

*mini
committee*

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: September 13, 1994

DATE MINUTES ISSUED: September 14, 1994

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

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

I. Assignments

- A. The assignments of August 9 were reviewed and updated. The assignment to distribute the notes from the April board committee meetings will be placed on hold until we have a clear sense of what should go to each committee for the upcoming board meeting.

Daniel Pekarsky has drafted a summary of the Goals Seminar which will be revised for distribution to Board members and others who may be interested in the proceedings.

II. Plans for the upcoming Board Meeting

A. Agendas

1. Steering Committee - October 5, 10:00 AM to 4:00 PM.

Following is the proposed agenda:

10:00 AM	Welcome and introductory remarks	MLM
10:15 AM	The Integrated Personnel Report: Implications for North America	Adam Gamoran Ellen Goldring
[The purpose of this presentation is not to give the report that Adam and Ellen will give the following day but to discuss the implications of the report for the role that CIJE should play as a result of what this tells us about personnel.]		
11:30	Mini Committees Meet	
1:00 PM	Lunch	
1:45	Discussion of GA	Alan D. Hoffmann
2:30	Review of Board Meeting	MLM

2. Executive Committee - October 5, 6:00 - 7:30 PM

Budget

ADH

Mobilizing Community
Support for Jewish Education:
Some Initial Questions

Nessa Rapoport

In addition to Executive Committee members, the following staff should plan to attend this meeting: Steve Hoffman, Alan Hoffmann, Ginny Levi, Nessa Rapoport, Richard Shatten.

3. Board Meeting - October 6, 10:00 AM - 3:00 PM

10:00 AM	Welcome and Introductory Remarks	MLM
10:15	The State of CIJE	Alan D. Hoffmann
10:45	Presentation of Personnel Study	Adam Gamoran Ellen Goldring
12:00 PM	Lunch	
1:00	Committee Meetings (Focus on morning presentation from perspective of committees)	
2:20	Committee Reports	
2:50	D'var Torah	To Be Determined

The goal we have for this meeting is for board members to understand the proportions of the personnel crisis in Jewish education and to have a sense that CIJE has some constructive ways of addressing this crisis. The chairman's notes will provide MLM with suggestions for synthesizing what results from the committee reports and refocusing the group on personnel. We should consider someone to give the D'var Torah who can do so within the same context.

B. Materials to be Mailed Prior to the Meetings.

1. Steering Committee

- a. Each mini-committee staff person should have spoken with his or her chair and should have shared a draft work plan prior to the meeting.
- b. GA draft policy brief, if ready in time
- c. Steering Committee Agenda

2. Executive Committee

- a. Biographical summary of Nessa
- b. Will we want to send out any documents relating to the budget in advance?

3. Board

- a. Cover letter from Alan
- b. Pekarsky summary of Goals Seminar
- c. Two Best Practice articles about to be published
- d. Excerpts from the writings of Terrence Deal
- e. Possibly a description of the Leadership Institute
- f. Still to be determined - Should anything specific be sent out relating to individual committees?

It was suggested that a generic agenda be developed for all four committees which asks them to consider how their domain responds to the presentation on the personnel study. This generic agenda can be adapted/expanded to reflect other work that the committee may wish to cover at the meeting. In addition, a letter from committee chairs should encourage committee members to attend, should reiterate the fact that the presentation on personnel will be the centerpiece of the

board meeting, and should then list issues for consideration by the committee. These materials are to be drafted by committee staff.

Our goal is to mail all materials by Monday, September 26.

C. Respondents to Deal

It was agreed that the following four people will be asked to be prepared to respond to Professor Deal's remarks on the evening of October 5: Alan Finkelstein, Billie Gold, Haskel Lookstein, and John Ruskay. Alan will call each of these people by 9/23 to ask them to do so.

D. Additional Guests to be Invited to Seminar

Nessa will fax a list of names and addresses of additional invitees on 9/14. Invitations will be mailed as quickly as possible.

E. Materials to be Included in Factbooks for the Meeting.

Assignment

It was agreed that Ginny will prepare a list of proposed materials for meeting factbooks and submit it to Alan for his review.

F. Staff Contact with Committee Chairs

Assignment
Assignment

Each of the people assigned to staff a mini-committee of the steering committee is to call his/her chair by 9/16 to begin preparing for the mailing to committee members and to move forward with conversations regarding workplans. Alan will call Ellen and explain this to her. Barry will draft the prototype letter for mailing to committees from their chairs.

G. Food for Steering Committee Meeting

Assignment

Ginny will work with Robin on this.

H. Adam Gamoran/Ellen Goldring Presentation to Board

Assignment

Ginny will send an e-mail to Adam and Ellen reminding them that the length of their presentation should be no more than 30 minutes and that she needs to know whether they will have slides. She will also inform them that they can expect to hear from Alan about both the content of the board presentation and plans for their presentation to the Steering Committee.

I. Campers

Assignment

It was agreed that each committee staff person will be responsible for calling board members on that committee in advance of the board meeting. The staff will divide among themselves members of the Research and Evaluation Committee for contact. Staff will work together on the preparation of critical issues for discussion. Calls will be made during the weeks of September 19 and September 26. Callers should provide Ginny with a list of who has been contacted and any critical issues which have arisen during the conversations.

Assignment

Alan will talk with Art Rotman about the committee assignment for Ann Kaufman. Alan Finkelstein will be assigned to the Content and Program Committee.

III. Plans for the GA

Alan reminded us that there are many pieces of the GA in addition to the major session with ministers of education for which CIJE has responsibility. These need to be addressed in the near future.

Nessa reported that a policy brief is being drafted and work is underway on a budget for the design and printing.

Assignment
Assignment

A breakfast will be scheduled for the morning of Friday, November 18 at 7:00 AM. We should plan for 60 participants. Nessa will prepare the invitation. Ginny will work with CJF on logistics.

IV. Next Telecon

The next staff telecon was scheduled for Friday, September 23, at 1:00 PM.

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

FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/13/94

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNM'T STARTED	DUE DATE
1.	Contact A.Gamoran and E.Goldring about both the content of the board presentation and plans for their presentation to Steering Committee.		ADH	9/13/94	9/16/94
2.	Contact E. Goldring and explain plans for committees at board meeting.		ADH	9/13/94	9/16/94
3.	Draft prototype letter for mailing to committees from their chairs.		BWH	9/13/94	9/19/94
4.	Talk with Art Rotman about committee assignment for Ann Kaufman.		ADH	9/13/94	9/19/94
5.	Prepare a list of proposed materials for meeting factbooks and submit to Alan Hoffmann for review.		VFL	9/13/94	9/22/94
6.	With Dan Pekarsky contact people who reported for their community groups and asked for written copies of their summaries.		BWH	8/1/94	9/26/94
7.	Complete and distribute Board committee notes.		ADH	5/31/94	9/26/94
8.	Complete and distribute Board committee notes.		EG	5/31/94	9/26/94
9.	Discuss and develop possible mailing of goals seminar proceedings to interested non-participants.		BWH/DP	7/22/94	9/26/94
10.	Work with Robin Mencher on food for Steering Committee Meeting.		VFL	9/13/94	9/26/94
11.	Talk to Joel Zaiman and Chaim Botwinick about possibility of developing special goals seminar for Chizuk Amuna.		BWH	7/22/94	9/30/94
12.	Prepare outline, make camper calls, and submit reports.		ADH/NR/ GZD/BWH	9/13/94	9/30/94
13.	Check to see if JCCA can reprint covers of BP books less expensively than Cleveland.		BWH	8/1/94	10/15/94
14.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	10/30/94
15.	Prepare GA breakfast invitation.		NR	9/13/94	10/14/94
16.	Work with CJF on logistics for November 18 breakfast at GA.		VFL	9/13/94	10/14/94
17.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD

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

FUNCTION	CIJE STAFF TELECONFERENCE		
SUBJECT/OBJECTIVE	ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	8/9/94

NO	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMT STARTED	DUE DATE
1.	Complete and distribute Board committee notes.		ADH	5/31/94	8/15/94
2.	Complete and distribute Board committee notes.		EG	5/31/94	8/15/94
3.	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	9/13/94
4.	With Dan Pekarsky contact people who reported for their community groups and asked for written copies of their summaries.		BWH	8/1/94	9/13/94
5.	Discuss and develop possible mailing of goals seminar proceedings to interested non-participants.		BWH/DP	7/22/94	9/15/94
6.	Talk to Joel Zaiman and Chaim Botwinick about possibility of developing special goals seminar for Chizuk Amuna.		BWH	7/22/94	9/30/94
7.	Check to see if JCCA can reprint covers of BP books less expensively.		BWH	8/1/94	10/15/94
8.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	10/30/94
9.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD

One more page
for telecon.

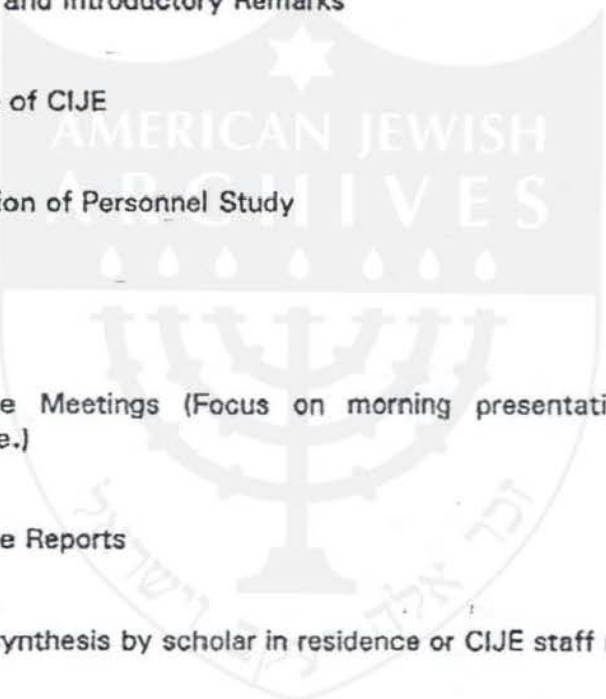
CIJE BOARD OF DIRECTORS

OCTOBER 6, 1994

UJA/FEDERATION OF JEWISH PHILANTHROPIES

10:00 AM TO 4:00 PM

DRAFT AGENDA

- 
- | | | |
|------|---|--------------------------------|
| I. | Welcome and Introductory Remarks | Morton L. Mandel |
| II. | The State of CIJE | Alan D. Hoffmann |
| III. | Presentation of Personnel Study | Adam Gamoran
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 |

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

<u>NAME</u>	<u>CODE</u>	<u>STEERING</u>	<u>EXECUTIVE</u>	<u>SEMINAR</u>	<u>BOARD</u>	<u>COMMENTS</u>
Mona Riklis Ackerman	f					
David Arnow	b					
Daniel Bader	b					
Mandell Berman	x					
Chaim Botwinick	l					
Charles Bronfman	x					
Steve Chervin	l					
Ruth Cohen	l					
John Colman	s					
Maurice Corson	b			YES	YES	
Susan Crown	b					
Jay Davis	b					
Gail Dorph	s					
David Dubin	f					
Eli N. Evans	f					
Genine Fidler	l					
Irwin Field	b					
Alan Finkelstein	b					
Max M. Fisher	b					
Darrell D. Friedman	l					
Adam Gamoran	s					
Jane Gellman	l					
Ellen Goldring	s					
Charles H. Goodman	b					
Alfred Gottschalk	b					
Neil Greenbaum	b			NO	NO	

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 2

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Irving Greenberg	f					
Thomas Hausdorff	b					
David Hirschhorn	x					
Stephen H. Hoffman	s					
Barry Holtz	s					
Carol K. Ingall	f					
Erica Jesselson	f					
Ann P. Kaufman	x					
Gershon Kekst	b					
Henry Koschitzky	b					
Martin Kraar	b					
Mark Lainer	x					
Norman Lamm	b					
Marvin Lender	b					
Virginia Levi	s					
Norman Lipoff	b			YES	YES	Bd til 11
Seymour Martin Lipset	b					
Haskel Lookstein	f					
Morton L. Mandel	s					
Matthew J. Maryles	x					
Florence Melton	b					
Florence Melton	b					
Melvin Merians	x					
Richard H. Meyer	l					
Daniel Pekarsky	s					

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 3

Code = b - board members; f - friends; l - lead community people; s - steering committee; x - executive committee.

NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Daniel Pekarsky	s					
Lester Pollack	b					
Nessa Rapoport	s					
Charles Ratner	s					
Esther Leah Ritz	s					
Harriet L. Rosenthal	f					
David Hirschhorn	x					
Stephen H. Hoffman	s					
Barry Holtz	s					
Carol K. Ingall	f					
Erica Jesselson	f					
Ann P. Kaufman	x					
Gershon Kekst	b					
Henry Koschitzky	b					
Martin Kraar	b					
Mark Lainer	x					
Norman Lamm	b					
Marvin Lender	b					
Virginia Levi	s					
Norman Lipoff	b					
Seymour Martin Lipset	b					
Haskel Lookstein	f					
Morton L. Mandel	s					
Matthew J. Maryles	x					
Florence Melton	b					

ATTENDANCE TRACKING FOR OCT. 5-6 MEETINGS

Page 4

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NAME	CODE	STEERING	EXECUTIVE	SEMINAR	BOARD	COMMENTS
Florence Melton	b					
Melvin Merians	x					
Richard H. Meyer	l					
Daniel Pekarsky	s					
Lester Pollack	b					
Nessa Rapoport	s					
Charles Ratner	s					
Esther Leah Ritz	s					
Harriet L. Rosenthal	f					
David Hirschhorn	x					
David I. Sarnat	l					
William Schatten	b					
Richard Scheuer	b					
Ismar Schorsch	b					
Richard Shatten	s					No
Louise Stein	l					No
David Teutsch	b					
Margaret W. Tishman	f					
Isadore Twersky	b					
Ilene Vogelstein	l					
Maynard Wishner	x					
Jonathan Woocher	s					
Bennett Yanowitz	b					

CIJE COMMITTEE ASSIGNMENTS As of 9/13/94

Building the Profession Committee

Morton Mandel, Chair
Gail Dorph, Staff
Steve Chervin*
Max Fisher
Joshua Fishman*
Charles Goodman
Alfred Gottschalk
Robert Hirt*
Gershon Kekst
Norman Lamm
Norman Lipoff
Rick Meyer*
Ismar Schorsch
Louise Stein*
Maynard Wishner

Community Mobilization Committee

Charles Ratner, Chair
Alan Hoffmann, Staff
Steve Hoffman, Staff
Charles Bronfman
Jay Davis
Darrell Friedman*
Jane Gellman*
Billie Gold
Neil Greenbaum
Martin Kraar*
Marvin Lender
Matthew Maryles (Tried to resign)
Melvin Merians
Lester Pollack
Arthur Rotman*
Richard Shatten*

Content & Program Committee

John Colman, Chair
Barry Holtz, Staff
Daniel Pekarsky, Staff
Daniel Bader
Mandell Berman
Chaim Botwinick*
Maurice Corson
Thomas (Tim) Hausdorff
Henry Koschitzky
Florence Melton
David Sarnat*
William Schatten
Richard Scheuer
David Teutsch
Isadore Twersky
Ilene Vogelstein*
Jonathan Woocher*

Research & Evaluation Committee


Esther Leah Ritz, Chair
Adam Gamoran, Staff
Ellen Goldring, Staff
David Arnow
Ruth Cohen*
Susan Crown
Genine Fidler*
Irwin Field
David Hirschhorn
Mark Lainer
Seymour Martin Lipset
Bennett Yanowitz

[Where do we put Ann Kaufman?]

* Not a Board Member

Alan Finkelstein

AGENDA FOR 9/13/94 STAFF TELECON

1. Materials to Board Members
 2. Materials to Executive Members
 3. Materials to Steering Committee
 4. Agenda for Steering Committee
 5. Agenda for Executive Committee
 6. Names of respondents for Deal
 7. Names and addresses of non-Ginny list for 5th evening
 8. What is in Board Book?
 9. What is in Steering Committee?
 10. What is in Executive File?
 11. Agendas for committee meeting
 12. Re-look Board Agenda
 13. Materials for committee meetings
 14. Food for Steering Committee
 15. Camper System
 16. G.A.
- 

MINUTES: CIJE STAFF TELECONFERENCE
DATE OF MEETING: September 13, 1994
DATE MINUTES ISSUED: September 14, 1994
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz, Nessa Rapoport,
Virginia Levi (Sec'y)
COPY TO: Morton L. Mandel, Richard A. Shatten

I. Assignments

- A. The assignments of August 9 were reviewed and updated. The assignment to distribute the notes from the April board committee meetings will be placed on hold until we have a clear sense of what should go to each committee for the upcoming board meeting.

Daniel Pekarsky has drafted a summary of the Goals Seminar which will be revised for distribution to Board members and others who may be interested in the proceedings.

II. Plans for the upcoming Board Meeting

A. Agendas

1. Steering Committee - October 5, 10:00 AM to 4:00 PM.

Following is the proposed agenda:

10:00 AM	Welcome and introductory remarks	MLM
10:15 AM	The Integrated Personnel Report: Implications for North America	Adam Gamoran Ellen Goldring
[The purpose of this presentation is not to give the report that Adam and Ellen will give the following day but to discuss the implications of the report for the role that CIJE should play as a result of what this tells us about personnel.]		
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1:00 PM	Lunch	
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Budget

ADH

Mobilizing Community
Support for Jewish Education:
Some Initial Questions

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2:50	D'var Torah	To Be Determined

The goal we have for this meeting is for board members to understand the proportions of the personnel crisis in Jewish education and to have a sense that CIJE has some constructive ways of addressing this crisis. The chairman's notes will provide MLM with suggestions for synthesizing what results from the committee reports and refocusing the group on personnel. We should consider someone to give the D'var Torah who can do so within the same context.

B. Materials to be Mailed Prior to the Meetings.

1. Steering Committee
 - a. Each mini-committee staff person should have spoken with his or her chair and should have shared a draft work plan prior to the meeting.
 - b. GA draft policy brief, if ready in time
 - c. Steering Committee Agenda
2. Executive Committee
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 - b. Will we want to send out any documents relating to the budget in advance?
3. Board
 - a. Cover letter from Alan
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Our goal is to mail all materials by Monday, September 26.

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It was agreed that the following four people will be asked to be prepared to respond to Professor Deal's remarks on the evening of October 5: Alan Finkelstein, Billie Gold, Haskel Lookstein, and John Ruskay. Alan will call each of these people by 9/23 to ask them to do so.

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Assignment

It was agreed that Ginny will prepare a list of proposed materials for meeting factbooks and submit it to Alan for his review.

F. Staff Contact with Committee Chairs

Assignment
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Each of the people assigned to staff a mini-committee of the steering committee is to call his/her chair by 9/16 to begin preparing for the mailing to committee members and to move forward with conversations regarding workplans. Alan will call Ellen and explain this to her. Barry will draft the prototype letter for mailing to committees from their chairs.

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Assignment

Ginny will work with Robin on this.

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Assignment

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Assignment

We should plan for 60 participants. Nessa will prepare the invitation. Ginny will work with CJF on logistics.

IV. Next Telecon

The next staff telecon was scheduled for Friday, September 23, at 1:00 PM.

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

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5.	Prepare a list of proposed materials for meeting factbooks and submit to Alan Hoffmann for review.		VFL	9/13/94	9/22/94
6.	With Dan Pekarsky contact people who reported for their community groups and asked for written copies of their summaries.		BWH	8/1/94	9/26/94
7.	Complete and distribute Board committee notes.		ADH	5/31/94	9/26/94
8.	Complete and distribute Board committee notes.		EG	5/31/94	9/26/94
9.	Discuss and develop possible mailing of goals seminar proceedings to interested non-participants.		BWH/DP	7/22/94	9/26/94
10.	Work with Robin Mencher on food for Steering Committee Meeting.		VFL	9/13/94	9/26/94
11.	Talk to Joel Zaiman and Chaim Botwinick about possibility of developing special goals seminar for Chizuk Amuna.		BWH	7/22/94	9/30/94
12.	Prepare outline, make camper calls, and submit reports.		ADH/NR/ GZD/BWH	9/13/94	9/30/94
13.	Check to see if JCCA can reprint covers of BP books less expensively than Cleveland.		BWH	8/1/94	10/15/94
14.	With Ellen Goldring, work out details for Leadership Institute.		GZD	5/31/94	10/30/94
15.	Prepare GA breakfast invitation.		NR	9/13/94	10/14/94
16.	Work with CJF on logistics for November 18 breakfast at GA.		VFL	9/13/94	10/14/94
17.	Determine how to set up a database of names, addresses, etc. that is complete and useful.		TEAM	6/22/94	TBD

CIJE NEW YORK STAFF MEETING

Monday, September 19, 1994

AGENDA

[Who is taking notes today?]

1. Minutes of 9/13 telecon
2. MLM and staff - Friday October 23
3. Steering Committee meeting
4. Board meeting - evening
 - committees
 - wrapping up
5. Harvard Leadership - update
 - involvement of staff
6. Baltimore - dissemination of personnel plan
7. Our expectations from communities this year
8. ADH/ CIJE and Atlanta in October
9. Walter Ackerman
10. *Computer*
11. *Secretary*
12. *Chorwin*
13. *Thank you us to talk.*

mem

- ① *David Tenen*
- ② *Salary adjustment*
- ③

I. Office Issues:

A. Computers

We are still not up to speed in terms of our computer situation. Nessa's computer is not hooked up to network. We are still waiting for Gail's computer to arrive.

At that point, we need to hook everyone to network and establish some kind of system to make sure we are backing our documents up properly. The issue of backing up was brought home by the crash of Nessa's hard drive.

B. Secretarial Help--Office Manager

Latest thought is that perhaps we ought to be looking for an office manager type of person and then a controller who could be in charge of the budget as well as issues relating to the board and managing calendars.

II. Review of Previous Minutes

A. Goals Project

There is now a written piece about the goals project that will be included in the packet for board members. Neither Barry or Nessa felt that this piece would be an appropriate PR piece.

Governance of the goals project is still at issue. Seymour commented on the way in which goals project was portrayed in the letter to the board. (That letter only included Dan Pekarsky as director and did not mention Mandel Institute faculty). This is an issue that needs to be revisited. It's on Alan's list and may become part of the November discussions with Seymour.

B. GA

Barry got a letter inviting him to be one of the text teachers at GA. As far as I know, noone else did (although Alan thought that we all would). When Alan talks to Jon next, this needs to be addressed.

We have not been involved with planning sessions for the GA. When we met with Jon in August, we talked about orchestrating three sessions: one on the goals project; one on best practices in early childhood (Barry asked Ruth Pinkenson about her availability); and one on best practices in the supplementary school. This needs to be addressed and assigned in our next meeting.

C. Assignment Walk Through

III. MLM and Staff--Friday 9/23

A. Schedule

9:00 am - 1:00 pm Alan and Mort

1:00 pm - 2:00 pm	Alan, Barry and Mort
2:00 pm - 3:00 pm	Alan, Gail and Mort
3:00 pm - 4:00 pm	Alan, Mort and Nessa

B. To Bring to Meeting

Workplan for area of specialization and board committee

IV. Steering Committee

It looks like the session at the GA with Rubinstein, Riley, Gamoran/Goldring is a go.

How do we want to follow up on Adam and Ellen's presentation?

What is the most effective thing that CIJE can do on the heels of this report?

This is the question that we want to address to the steering committee in our meeting on Wednesday, October 4.

Idea is to prepare a draft of some of the options that are in front of us at this time.

Possibilities¹ include:

1. convene a national conference on the study, its results and implications
2. make presentations to major federations on the study, its results and implications
3. create a module² on the study that can be "packaged" and "taught" to federation planners
4. develop a "generic" personnel action plan for use in local communities and create a module to "teach" it (including how a community would go about adapting it to meet its needs)
5. create a series of national/regional seminars on the characteristics/elements of quality professional development programs on teaching and learning for central agency personnel
6. work with funders on importance and characteristics of quality professional development programs for teachers
7. convene a conference on the role(s) of universities in the ongoing professional development of educators (teachers and principals) in the field
8. create an "agents of change" seminar for continuity commission personnel and communal lay leaders
9. create two task forces to develop national strategies and recommendations
 - a. task force to study issues of health care and pension
 - b. task force to study issues of licensing and standards

¹This list is based on our discussion at the meeting and on my own brainstorming of the issue. It was my assignment to come in to the next meeting with the beginnings of such a list

²module is used to refer to a series of sessions devoted to a topic

V. Evening Meeting of the Board

A. Question is who will respond to Deal
Finkelstein will not yet be here.

Alan will ask Billie Gold, John Ruskay, and Haskell Lookstein
Gail is still working on getting the appropriate article to
send out to respondents before the meeting.

B. We need to prepare the following materials for the
meeting

Name tags, Harvard Brochures, Agenda

C. Agenda

Introduction

Mort Mandel

Presentation

Terence Deal

Discussion

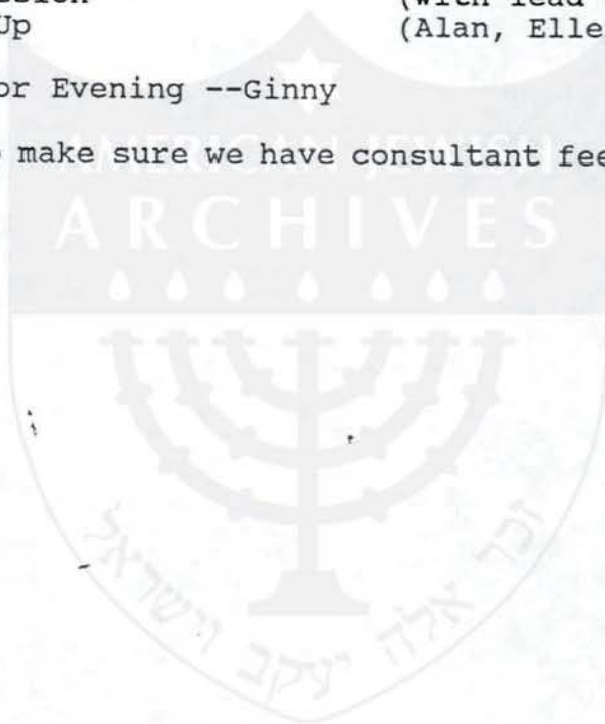
(with lead off questions)

Wrap Up

(Alan, Ellen???)

D. Food for Evening --Ginny

E. Need to make sure we have consultant fee for Deal -- Ginny



COUNCIL FOR INITIATIVES
IN JEWISH EDUCATION

NY Staff Meeting, October 12, 1994

Agenda

1. JTS
2. Follow-up on Board meeting - committee notes
 - campers
 - non-participants
 - next seminar
 - Deal payment
3. Follow-up on Steering Committee - engage with chairmen
 - agenda for next meeting
4. GA - review all sessions Monday through Saturday
5. Workplans/Budgets
6. November consultation with SF/AH
7. Cleveland and CIJE
8. Pekarsky and Goals project.
9. ADH's secretary
10. Milwaukee camp project and Milwaukee in general
11. Alan's report from Atlanta
12. General
13. CISE ~~for~~ Executive Director Successor
14. Rachel Cowan
15. Outcome for Policy Brief

MINUTES: CIJE NEW YORK STAFF MEETING

DATE OF MEETING: OCTOBER 12, 1994

DATE MINUTES ISSUED: OCTOBER 14, 1994

PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz, Nessa Rapoport
Robin Mencher (sec'y)

COPY TO: Morton L. Mandel, Virginia F. Levi

I. Jewish Theological Seminary

The staff discussed the forthcoming announcement of the \$15 million gift to establish the Davidson School of Education at JTS. It was felt that this gift was related to the atmosphere created by the Commission and CIJE's work. The staff felt that if the *NYT* article is appropriate, MLM should send the article plus the *Milwaukee Journal* article to the board members with an accompanying letter.

assignment NR will begin to draft a letter for MLM which ADH will discuss with him on Sunday.

II. Follow Up on Board Meeting

A. Committee Notes

Notes of the committee meetings from the October 6, 1994 board meeting should be typed up by the staff members, cleared by committee chairs, and sent out from the NY office. There is no need to hold off on sending the committee minutes until the minutes of the board meeting are ready. Only committee members, attendants and non-participants of the specific committees, will receive the minutes. A letter from the committee chairs should be included in the mailing. Two separate letters will have to be drafted: (a) one for those present, and (b) one to non-participants. The letters will remind the committee members of the next meeting date.

assignment

Some Special Cases:

Florence Melton has switched from Content and Program to Building the Profession. She should receive the minutes from her new committee only.

Isadore Twersky should receive minutes from both Content and Program and Building the Profession. BWH will include a handwritten note from his committee.

assignment

B. Campers

assignment

ADH recommended that camper calls take place now. He outlined three roles of these calls:

1. feedback on Board Meeting
2. reinforce main points of meeting, ending on a positive note
3. GA session reminder

As part of a continuous effort to communicate with board members regularly, board members who did not participate in the October meeting should also receive calls to update them on the doings of CIJE, the Board Meeting of October 6, and a reminder to mark their calendars for the next meeting.

ADH invited the staff to feel free to schedule lunches and other personal meetings with the board members they are calling.

Special notes on campers:

GZD will send an article by Linda Darling-Hammond to Jim Joseph that she believes he may be interested in. She will send a blind cc to Tim Hausdorff, FYI.

assignment

In BWH's camper call to Tim Hausdorff, he should try to schedule a meeting between Hausdorff, BWH, and ADH.

assignment

C. Next Board Seminar

NR will present a concrete proposal of possible speakers for the next seminar event at the November 30 staff meeting. She will consult with the rest of the staff in her search for ideas on this topic. Invitations for the next seminar should be mailed out much earlier. A working list for attendance needs to be developed. NR will take charge of this task as part of her work with the seminar.

assignment

D. Terrence Deal Payment

GZD will draft a thank you letter from MLM to Deal. It will be sent to VFL and a copy will go to ADH. GZD will also straighten out with VFL all the financial matters related to Deal.

assignment

assignment

[A Reminder About Extra-Budgetary Expenses:

All additional expenses must be **pre-approved**. This involves a signature from ADH and approval confirmation in Cleveland.]

E. Additional Committee Members and Board Members

ADH proposed a goal for CIJE to add sixteen new board members (four to each

committee) to the CIJE Board. Additionally, he introduced the possibility of adding four new people to the committees who are not board members.

NR voiced a thought of her committee chair: that as new people join the committee, the discussion can take place at different levels, according to the members' familiarity with the committee. ADH commented on the multiple roles of the committee chairs; educating committee members as well as initiating activity in the committees.

III. Follow-up on Steering Committee

A. Engage with Chairpeople

assignment

BWH and Dan Pekarsky are meeting with their chair, John Coleman next week in Chicago. At that time, BWH will try to arrange a meeting with Maynard Wishner.

B. Next Meeting

The next Steering Committee meeting will be February 14, 1995. One suggestion was that the agenda should include an in depth discussion of the CIJE personnel report which would be circulated in advance.

IV. GA

A. Logistical Arrangements

assignment

ADH will travel to the GA on Sunday evening, November 13. RJM will talk with VFL about hotel reservations for that evening.

assignment

BWH will call IVI Travel Agency to make reservations for flights leaving Tuesday evening, November 15 and returning Saturday evening, November 19.

assignment

RJM will find out what time Shabbat goes out in Denver on November 19.

B. Schedule

Monday, November 14

ADH/GZD at Bureau Directors Meeting

ADH at JESNA Board Meeting

Tuesday, November 15

The CIJE staff will convene in Denver in the evening.

Wednesday, November 16

Staff members will schedule meetings with CIJE board members.

ADH will be at the CJF Commission.

Isaac Joffe of Johannesburg will be at the GA and will need some attention and shepherding.

Thursday, November 17

am BWH teaching at a session

3:45 pm CIJE Session: Personnel
Chair: MLM
Presenters: Amnon Rubinstein, AG/EG,
possibly another lay person

assignment ADH presented a list of possible titles for this forum. NR will brainstorm on this topic, and ADH will confer with SF in Jerusalem.

Friday, November 18

7:00 am Invitational Breakfast

8:15 am CIJE Best Practices Workshop: Supplementary Schools
Chair: John Coleman
Presenters: BWH, GZD

ADH is trying to arrange a parallel session for AG and EG to hold an in depth workshop on personnel.

2:00 pm Continuity Commissions
Resource people: BWH and/or GZD and/or ADH

There is a JESNA/CIJE session for Continuity Commission

C. Session Follow up

assignment ADH will inform SF of NR's connection to Eitan Haber, the speech writer for the Prime Minister.

V. ADH's Secretary

In the recruitment for an secretary for the New York office, ADH noted he was looking for some one who would be employed with CIJE for several years, be able to orientate ADH's successor, and do as many of the tasks listed on the job description as possible. The remaining tasks will become the starting point for the job description for VFL's successor.

Tomorrow morning, a candidate for the position of executive secretary will meet with ADH, GZD, and RJM.

VI. Next Meeting

assignment An all day staff meeting will take place on Monday, October 17. RJM will reserve the JCCA small board room from 9:00 am - 5:00 pm.

Agenda:

1. Workplans/Budget
2. Goals Project
3. SF/AH Consultation in November
4. ADH's report from visit to Atlanta
5. Cummings, etc.
6. Personnel Policy Brief: Outcome Statement
7. Topics of GA
8. JCC camp of Milwaukee and camping in general

Additional agenda items for the staff meeting should be relayed to RJM to be reviewed by ADH.

CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO (INITIALS)	DATE ASSGNMT STARTED	DUE DATE
1	Draft letter to the board that will be sent out with articles	NR	Oct. 12, 1994	Oct. 17, 1994
2	Prepare minutes of mini-committee meeting and letters for committee members.	staff	Oct. 12, 1994	Oct. 17, 1994
3	Send note to Isadore Twersky with committee letter and minutes.	BWH	Oct. 12, 1994	Oct. 17, 1994
4	Camper calls.	staff	Oct. 12, 1994	Oct. 17, 1994
5	Send article to Jim Joseph.	GZD	Oct. 12, 1994	Oct. 17, 1994
6	Schedule meeting with ADH and Tim Hausdorff	BWH	Oct. 12, 1994	Oct. 17, 1994
7	Create proposal for the next board seminar.	NR	Oct. 12, 1994	Nov. 30, 1994
8	Draft thank you letter to Terrence Deal.	GZD	Oct. 12, 1994	Oct. 17, 1994
9	Straighten out financial matters related to Deal seminar with VFL.	GZD	Oct. 12, 1994	Oct. 17, 1994
10	Arrange meeting with Maynard Wishner	BWH	Oct. 12, 1994	Oct. 17, 1994
11	Consult with VFL about ADH's hotel reservation for the GA.	RJM	Oct. 12, 1994	Oct. 17, 1994
12	Arrange flight reservations for the GA.	BWH	Oct. 12, 1994	Oct. 17, 1994
13	Find what time Shabbat goes out on Nov. 19.	RJM	Oct. 12, 1994	Done
14	Brainstorm on titles for GA sessions.	NR	Oct. 12, 1994	Done

	Inform SF of NR's connection to Rabin's speech writer.	ADH	Oct. 12, 1994	Oct. 17, 1994
16	Reserve JCCA Board Room for October 17.	RJM	Oct. 12, 1994	Done



COUNCIL FOR INITIATIVES
IN JEWISH EDUCATION

NY Staff Meeting, October 12, 1994

Agenda

1. JTS
2. Follow-up on Board meeting - committee notes
 - campers
 - non-participants
 - next seminar
 - Deal payment
3. Follow-up on Steering Committee - engage with chairmen
 - agenda for next meeting
4. GA - review all sessions Monday through Saturday
5. Workplans/Budgets
6. November consultation with SF/AH
7. Cleveland and CIJE
8. Pekarsky and Goals project.
9. ADH's secretary
10. Milwaukee camp project and Milwaukee in general
11. Alan's report from Atlanta
12. General
13. CISE ~~for~~ Executive Director Successor
14. Rachel Cowan
15. Outcome for Policy Brief

MINUTES: CIJE NEW YORK STAFF MEETING

DATE OF MEETING: OCTOBER 17, 1994

DATE MINUTES ISSUED: OCTOBER 21, 1994

PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,
Nessa Rapoport

COPIES TO: Morton L. Mandel, Virginia F. Levy

I. General Assembly

The staff discussed the GA Thursday session on personnel. The order of speakers, the titles of the speakers' talks, the title of the overall session were discussed at length.

II. Goals Project

Barry, Gail, Alan will meet with Dan Pekarsky on Friday, October 21 from 8 AM to 12. The topic will be next stages for the Goals Project.

Assignment: Barry will work out the agenda with Dan.

The staff discussed the possibility of launching Goals initiatives in a set of varied sites: a community day school (Agnon in Cleveland), a new institution (like the new high school in Atlanta), an established synagogue (such as in Baltimore), in JCC camps (Milwaukee and Atlanta).

In regard to the last point, the possibility was raised of a meeting with Jay Roth, the JCC director from Milwaukee, Harry Stern the director from Atlanta, and Jeanne Siegel from the Central Queens Y in NY. Sunday morning, November 13 was raised as a possible date.

Assignment: Barry will investigate if Jay Roth is interested in such a date; if so, Barry will contact Jeanne Siegel, Alan will contact Harry Stern.

III. Machon L'Morim

This project, funded by Lee Meyerhoff Hendler, has been undergoing a rethinking process by the funder and staff in Baltimore. CIJE has been involved in some of the later design and evaluation of the project. It now appears that the idea of such a in-service

training model for teachers is being rethought. Barry and Gail will be in Baltimore on October 18 to spend the day with Lee, Chaim Botwinick, Shulamith Elster and Leora Isaacs (from JESNA) to think about next steps. One possibility is the launch of the Goals Project in Lee Hendler's synagogue. Gail and Barry will also discuss personnel initiatives as possible targets for funding.

Assignment: Gail and Barry will report on this meeting after their return.

IV. Meetings with Fox and Hochstein

It was decided that we will propose 3 1/2 days with Seymour and Annette during the week of November 7. One day on Goals with Dan P. in attendance; one day on Goals as a mode of community mobilization; one day on personnel action plans; 1/2 day on GA sessions and their follow-up.

V. Cummings Foundation

It was decided that we would set up a meeting with Rachel Cowan of the foundation to discuss possible directions for the "gesher l'keshet" program (Sinai Bound) suggested by the UAHC-- an effort to develop a cadre of young people for careers in Jewish education. It was felt that the UAHC proposal may need significant expansion and that CIJE might consider developing a staff person for such a project with Cummings funding.

Assignment: Barry will call Rachel Cowan to set up a meeting.

VI. Assignments

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNMENT STARTED	DUE DATE
1	Work out the agenda for Friday's meeting with Dan.	BWH	October 17, 1994	October 20, 1994
2	Investigate if Jay Roth is interested a meeting with Jeanne Siegel and Harry Stern.	BWH	October 17, 1994	October 28, 1994
2.1	If Jay Roth approves a meeting, contact Jeanne Siegel and Harry Stern	BWH/ADH		October 28, 1994
3	Report on Baltimore meeting.	BWH/GZD	October 17, 1994	October 25, 1994
4	Call Rachel Cowan to set up a meeting.	BWH	October 17, 1994	October 28, 1994
	Draft letter to the board that will be sent out with articles	NR	Oct. 12, 1994	Oct. 17, 1994

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNMENT STARTED	DUE DATE
2*	Prepare minutes of mini-committee meeting and letters for committee members.	staff	Oct. 12, 1994	Oct. 17, 1994
3*	Send note to Isadore Twersky with committee letter and minutes.	BWH	Oct. 12, 1994	Oct. 17, 1994
4*	Camper calls.	staff	Oct. 12, 1994	Oct. 17, 1994 DEC
5*	Send article to Jim Joseph.	GZD	Oct. 12, 1994	Oct. 17, 1994
6*	Schedule meeting with ADH and Tim Hausdorff	BWH	Oct. 12, 1994	Oct. 17, 1994
7*	Create proposal for the next board seminar.	NR	Oct. 12, 1994	Nov. 30, 1994
8*	Draft thank you letter to Terrence Deal.	GZD	Oct. 12, 1994	Oct. 17, 1994
9*	Straighten out financial matters related to Deal seminar with VFL.	GZD	Oct. 12, 1994	Oct. 17, 1994
10*	Arrange meeting with Maynard Wishner	BWH	Oct. 12, 1994	Oct. 17, 1994
11*	Consult with VFL about ADH's hotel reservation for the GA.	RJM	Oct. 12, 1994	Oct. 17, 1994
12*	Arrange flight reservations for the GA.	BWH	Oct. 12, 1994	Oct. 17, 1994
13*	Find what time Shabbat goes out on Nov. 19.	RJM	Oct. 12, 1994	Done
14*	Brainstorm on titles for GA sessions.	NR	Oct. 12, 1994	Done
15*	Inform SF of NR's connection to Rabin's speech writer.	ADH	Oct. 12, 1994	Oct. 17, 1994
16*	Reserve JCCA Board Room for October 17.	RJM	Oct. 12, 1994	Done

*Indicates an assignment made during a previous staff meeting.

VII. Next Meeting

The next staff meeting will be held on Tuesday, October 25 from 9:00 AM to 12:00 PM in the JCCA small board room.

Agenda:

1. Review Minutes and Assignments
2. GZD Denominational Meetings
3. SF/AH Consultation in November
4. Workplans/Budget
5. ADH's report from visit to Atlanta, meeting with Aryeh Davidson
6. Nessa's Policy Brief Update
7. BWH/GZD's report from meeting in Baltimore
8. ADH's report on meeting with M. Paley of Wexner Heritage Foundation
9. Follow up on CIJE/JESNA Work
10. ADH's report on meeting with Allan Finklestein
11. New Computer for New York Office
12. Revised GA Schedule

JEWISH COMMUNITY CENTER OF MILWAUKEE



FOR OCTOBER 17, 1994
STAFF MTG

6255 North Santa Monica Boulevard
Milwaukee, Wisconsin 53217
Telephone 414 964 1444
Fax 414 964 0922

October 12, 1994

Mr. Alan Hoffmann

Cleveland, OH

Dear Allan:

It was nice seeing you at Art Rotman's farewell dinner. I appreciated the opportunity to talk about the camp study and the natural bond that exists between CIJE, JCCA, and Centers like Milwaukee in doing it. I think the availability of the Bader money bodes well for the possibility of getting some funds to implement whatever recommendations are developed in terms of maximizing the Jewish educational opportunities in the resident and day camp settings of JCCs.

As I mentioned to you, I will be coming into the New York area on Sunday, November 13th for a meeting of Executives going on the Israel Sabbatical. The retreat is going to be two days, Monday and Tuesday, and will be held in New Jersey. I understand that is the week of the Biennial, and that does present some problems. However, I can come in on the Saturday night before and stay in Manhattan and then be available for a meeting in New York on Sunday morning. My understanding is the same would hold true for Barry Chazan. I spoke to Jane Gellman, and if we felt it was valuable enough she too would be willing to come in for that meeting. The question is who else do we want there? Perhaps Mark Charendorf, soon to be employed by the JCC Association in the area of Judaic education, would be a valuable person. Certainly Lenny Rubin is willing to participate.

What other agencies (Executives or camp directors) we would want to get involved really needs to be discussed. As of now, my understanding is that I am waiting for you to see if you can clear your calendar for the Sunday morning, November 13th. Please let me know as soon as possible so that I can make appropriate arrangements from my end. My fax number is 414-964-1345. I look forward to hearing from you shortly.

Sincerely,

Jay
Jay R. Roth
Executive Vice President

JRR/jm

c: Barry Chazan
Jane Gellman

Bob Riches
PRESIDENT
Warren Blumenthal
VICA PRESIDENT
Eric Butlein
VICE PRESIDENT
Terry Goodman
VICE PRESIDENT
Mark Jubeltzer
VICE PRESIDENT
Marilyn Pels
VICE PRESIDENT
Les Weil
VICE PRESIDENT
James Zucker
VICE PRESIDENT
Jerrold Perstein
SECRETARY
Lawrence Freschl
TREASURER
Lawrence Rubin
VICE-TREASURER
Jay R. Roth
EXECUTIVE VICE PRESIDENT

Affiliated with the
JCCA of North America,
Milwaukee Jewish
Federation, Inc.,
United Way of
Greater Milwaukee

CAMPUS JCC

JCC SENIOR CENTER

HY & RICHARD SMITH JCC FAMILY PARK

CAMP INTERLAKEN

CAMP JCC

FROM: Bill Robinson, 74104,3335
TO: Adam Gamoran, INTERNET:gamoran@ssc.wisc.edu
CC: Ellen Goldring, INTERNET:goldrieb@ctrvax.vanderbilt.edu
Alan Hoffmann (in US), 73321,1220
DATE: 10/11/94 2:58 PM

Re: On my future work in Atlanta

Adam and Ellen,

After the meetings in Atlanta, I had dinner with Alan during which we discussed my future work in Atlanta - that is, whether or not I would continue to spend a significant portion of my time in 1995 working with the Atlanta community (i.e. Steve Chervin) and in what capacity.

Our discussion focused on two key issues:

1. whether or not he will be able to tell Atlanta that CIJE will give up a portion of my time to allow me to continue helping them with their Lead Community project;
2. can my future work in Atlanta contribute to them seeing the importance of continuing with a communal evaluation function (which they don't even have yet) after CIJE is no longer providing the resources to do so.

Alan suggests that we should consider the following possibility: that I assist (or work with) Steve Chervin in developing an evaluation design for Atlanta's Lead Community Project. This design would encompass the whole Project, as well as evaluations of individual programs that are launched to meet their overall goals.

The obvious obstacle to this idea is Atlanta - they (Chervin and Sarnat, and perhaps Schatten and Minkin) must want to do this. It must be their project (from the outset) that I am doing for/with them.

That's the basic idea. Obviously, we need to flesh it out more and to discuss its pros and cons.

Bill

MINUTES: NY STAFF MEETING
DATE OF MEETING: OCTOBER 25, 1994
DATE MINUTES ISSUED: NOVEMBER 14, 1994
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,
Robin Mencher (sec'y), Nessa Rapoport
COPY TO: Virginia Levi, Morton L. Mandel

I. Review of Minutes and Assignments from the last Staff Meeting

A. Camper calls

Because of the intense amount of mail CIJE is sending to our board members, it was decided that camper calls should be deferred until after the GA. This deferral will allow time for board members to review the information as well as give CIJE staff members an opportunity to share their experiences at the GA with members of their committees.

B. General Assembly

The staff discussed the possible problems with the CIJE Invitational Breakfast arising from schedule changes due to Vice President Al Gore's speech on Friday, November 18. ADH will consult Steve Hoffman and Carl Scheingold to find a solution to this conflict.

Assignment

C. Seymour Fox and Annette Hochstein Consultation Days

ADH presented a tentative outline for the meetings the week of November 7.

II. Policy Brief Update

A lengthy discussion ensued concerning some of the final decisions on the language of the Brief. NR presented changes on specific wording for staff discussion and approval.

CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNMENT STARTED	DUE DATE
1.	Prepare minutes of mini-committee meeting and letters for committee members.	STAFF	October 12, 1994	October 17, 1994
2.	Investigate if Jay Roth is interested a meeting with Jeanne Siegel and Harry Stern.	BWH	October 17, 1994	October 28, 1994
3.	If Jay Roth approves a meeting, contact Jeanne Siegel and Harry Stern	BWH/ADH		October 28, 1994
4.	Create proposal for the next board seminar.	NR	October 12, 1994	November 30, 1994
5.	Camper calls.	STAFF	October 12, 1994	December 1994

updated: November 14, 1994



DEC 29 1994

MINUTES: CIJE NEW YORK STAFF MEETING
DATE OF MEETING: DECEMBER 1,7,12, 1994
DATE MINUTES ISSUED: DECEMBER 21, 1994
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,
Robin Mencher (sec'y), Nessa Rapoport
COPY TO: Morton L. Mandel, Virginia F. Levi, Sheila Allenick

These three days of CIJE staff meetings focused upon current projects as well as the 1995 CIJE workplan.

DECEMBER 1:

I. Agenda

A significant portion of the meeting was spent formulating and prioritizing an agenda for the coming days of meetings. The following is a list of items to be discussed:

1. workplans 1995
2. budget 1995
3. steering committee meeting, February 14, 1995
4. board seminar, April 1995
5. board meeting, April 1995
6. contact with committee chairs
7. choosing committee vice-chairs
8. ADH's upcoming trips to Cleveland, Brandeis, and Israel
9. policy brief -- establishment of a dissemination system
10. Rachel Cowan -- what's next with the Cummings Foundation
11. Michael Paley and the Wexner Heritage program
12. Eli Evans and meeting held with ADH and NR
13. summer 1995
14. expanded staff meeting, January 5, 1995
15. Atlanta, February 12, 1995
16. conferences on in-service education
17. conferences related to the policy brief
18. 1995 GA
19. goals project -- next steps
20. good news and how it can serve us best
21. ad hoc issues which staff are facing
22. vacation dates for all staff
23. consultation meeting in December in NY with communities
24. NY staff regular scheduled meetings with ADH

- 25. office procedures
- 26. adding lay leaders to the CIJE board and committees

II. ADH's trip to Cleveland, December 5, 1994

ADH reported on the agenda for his upcoming visit to Cleveland so as to inform the staff and solicit input for the agendas of his meetings.

A. SHEILA ALLENICK

ADH will be meeting with Sheila Allenick, a qualified accountant, who was recently hired in part to develop and install a set of procedures for CIJE now that we have attained tax exempt status and will become fiscally independent.

B. MARK GURVIS

ADH will be meeting with him about the Goals Project and the Educators' Survey.

C. DAVID ARIEL AND MARK GURVIS

ADH will be meeting with them about Cleveland College of Jewish Studies as a regional training institute.

D. WALTER ACKERMAN

ADH will be meeting with Walter Ackerman. He has been hired as a free lance consultant and researcher for the year. He will be studying structural reform of Jewish educational central agencies. He will also be serving as our consultant and will be looking into the Cleveland College as regional training center.

III. ADH's trip to Brandeis, December 6, 1994

ADH is scheduled to meet with Prof. Jehuda Reinharz, the President of Brandeis University and Prof. Joe Reimer from the Hornstein program. They may ask CIJE to be part of a planning group to formulate their Jewish educational mission and programs offered.

IV. Workplan Days

The CIJE full day NY staff meeting on Monday, December 12, will deal primarily with

the CIJE 1995 workplan, the budget, and implications. Additionally, the staff will meet at the end of December to discuss the workplans of the committees of CIJE.

V. Camper Calls

Assignment

ADH reminded the staff of their responsibility to call their committee chairs every two weeks for approximately thirty-five minutes. He suggested that the next round of calls should pertain to the 1995 workplans. ADH would like to receive written reports of these camper calls.

VI. Individual Staff Meetings with ADH

Each member of the staff of CIJE will schedule a Regular meeting with ADH on a weekly basis. This will be set up and monitored through ADH's new executive assistant, Sandra Blumenfield.

VII. Vacation Days

These are the dates CIJE NY staff are planning to take as vacation days between December 1994 and February 1995. This list does not include public holidays.

GZD	January 9-19, 1995
ADH	February 15-24, 1995
BWH	January 13-22, 1995
NR	January 1995

VIII. Rachel Cowan (Cummings Foundation)

Assignment

As a follow up to the meeting with her, CIJE should respond to Rachel Cowan by the first week in January about a meeting in California with the Spielberg Foundation people which is scheduled for January 19-20, 1995. GZD has been in contact with Rachel Cowan and will continue to communicate with her on this issue. This discussion will continue on December 7.

IX. Letters to Julie Tammiavaara and Roberta Goodman

It was agreed that ADH should send letters of appreciation to Julie and Roberta as their work with CIJE draws to a close. It was also discussed that MLM may want to drop them

Assignment a note of thanks when he returns from Israel.

X. Summer 1995

A CIJE project for the summer of 1995 was briefly discussed. Suggested topics included a seminar for goals project coaches and/or a teacher training seminar for trainers. It was suggested that the summer seminar should take place in North America, but Israel was not completely ruled out as a possible location.

XI. Extended Staff Conference

A one-day meeting will be held on January 5, 1995 in Cleveland for the extended staff and consultants of CIJE. The NY staff, Walter Ackerman, Sheila Allenick, Adam Gamoran, Ellen Goldring, Steve Hoffman, Ginny Levi, Danny Pekarsky, and Bill Robinson will be invited to participate. RJM will send out an e-mail message asking everyone to save the date.

Assignment

XII. The Goals Project

Assignment BWH will contact Danny Pekarsky about the goals project in light of the New York consultation meetings last month and Danny's recent meeting with Amy Gerstein.

Assignment ADH will also call DNP regarding the goals project and 1995. ADH will make clear to DNP that BWH is his primary address at CIJE.

XIII. Communities Consultation Day

Assignment GZD is setting up a meeting with Chaim Botwinick, Steve Chervin, and Ruth Cohen on December 28th to review the process of moving from the policy report to a personnel action plan. At a second stage, Mark Gurvis will be asked to join this group.

DECEMBER 7:

XIV. ADH's Report from his Meetings in Cleveland

ADH reported on his meetings in Cleveland on Monday, December 5.

A. SHEILA ALLENICK

In this period, Sheila will be working mostly with CIJE. Her primary function is to set up CIJE fiscal management and policies, delinking us from MAF and the Cleveland Federation. She welcomes questions from the staff about individual salary and benefits issues. She will be visiting the NY office on a regular basis in 1995 to systematically develop and install new procedures.

The first CIJE payroll will be January 15, 1995.

B. JEFF SCHEIN

ADH met with Jeff Schein of the Reconstructionist Movement and discussed their Jewish Education programs with specific attention to family education. He brought back materials from the programs. These materials are available to the CIJE staff for further reading of the work of the Reconstructionist Movement.

C. DAVID ARIEL AND MARK GURVIS

A planning team has been created to address the question of what it would take for regional colleges to become in-service training centers with the Cleveland College of Jewish Studies as a case study. The planning team will consist of: Walter Ackerman, David Ariel, GZD, Mark Gurvis, and Lifsa Schachter. Ackerman will develop a planning document on this subject, using Cleveland as a case study.

This planning team should be seen as a work group to study generic issues relating to the establishment of regional training programs for in-service training.

XV. Cleveland and Agnon

ADH mentioned the Agnon school, Rob Toren and the relationship of the Goals Project to Cleveland and the CIJE. This needs further exploration as it relates to CIJE and the goals project. Danny Pekarsky, under BWH, should follow up.

Assingment

XVI. Educators' Survey Module

Assignment

The CIJE module will include the educators' survey revised, the principles of analysis, and a guide to developing an action plan. Adam and Ellen should complete the module by February of 1995 and this should be considered at the February 1995 meeting of the MEF Advisory Committee.

XVII. Brandeis University

ADH reported that while his day at Brandeis was not particularly well-planned, he felt that the visit had been extremely worthwhile and he is optimistic about the future connection between CIJE and Brandeis.

The first meeting with Professor Joe Reimer was framed around the question of how could the Hornstein Program, with its present faculty and programs, help build the profession of Jewish education and further CIJE's strategic design. He introduced ADH to the joint graduate programs currently being offered. These programs include: the Heller School of non-Profit Management, the Near Eastern Judaic Studies program, and the Cohen School of Modern Judaic Studies.

Brandeis University President, Jehuda Reinharz was extremely interested and engaged in all the issues with which CIJE deals. The next step will be to set up a planning group to look at the Jewish educational mission of Brandeis. It seems that President Reinharz will write to MLM as chair of CIJE asking for CIJE's help in the planning process.

Other issues Brandeis may want to address include working to mobilize the often disenfranchised Jewish intellectual community for the purpose of Jewish education and beginning an internship program for Jewish educators at the undergraduate level at Brandeis which would provide a new recruitment pool.

XVIII. Eli Evans (Revson Foundation)

CIJE is waiting to hear from Eli Evans in January about his document on media, technology, and Jewish education. After that, CIJE will be able to evaluate whether there is any purpose in pursuing this conversation.

XIX. Rachel Cowan (Cummings Foundation)

Following the meeting with Rachel, GZD and BWH are going to work toward a proposal to the Cummings Foundation about developing "capacity" in the in-service domain for

Assignment the supplementary school. GZD and BWH have thought of something along the lines of the Cummings Fellows. Rachel suggests the need (for her board) that there be something "concrete" coming out of this: as a manual.

CIJE has not heard anything yet about a meeting that Rachel mentioned to the staff to be sponsored by the Covenant Foundation; we also have to see if Rachel can arrange a meeting for us in California with the woman who is running Steven Spielberg's foundation. According to Rachel, the foundation is interested in doing something for teachers. Ideally, Rachel will be at that meeting. NR has been trying to contact Rachel

Assignment about these two matters, but has not heard back from Rachel yet.

XX. Extended Staff Conference

There will be an extended staff conference in Cleveland January 5th (arriving Jan. 4th in evening). One topic will be goals. Steve Hoffman and Walter Ackerman have both responded affirmatively.

XXI. JCC Camps and the Goals Project

ADH needs to talk to Allan Finkelstein about this matter. Goals and JCC camps has been discussed by ADH and Jay Roth (Milwaukee), NR and BWH met with Jeanne Siegel the JCC director in Central Queens, NY. She would be interested in getting involved, as would Harry Stern from the JCC in Atlanta. It was decided that this initiative must come from Allan Finkelstein and the best we can do is to encourage him to move in this area.

Assignment ADH will pursue this.

XXII. Danny Pekarsky

It was decided that BWH will talk to Danny Pekarsky about a number of issues. On December 14th BWH spoke with Danny on the phone and the results of this conversation are summarized at the end of these minutes.

DECEMBER 12:

XXIII. New York Office Executive Assistant

ADH introduced CIJE's new Executive Assistant, Sandra Blumenfield to the staff and welcomed her to CIJE.

XXIV. CIJE 1995 Workplan and Budget

ADH presented the second draft of the CIJE workplan and budget principles for 1995. This document is still in draft form and subject to final review and discussion with MLM in Jerusalem. He explained to the staff the process by which this document came about in its present form (draft II). He distributed a non-dollarized table of contents of the 1995 budget to show the intricately itemized details of the accompanying workplan. ADH noted that the workplan reflects some departure from previous discussions. The changes stem from an examination of the feasibility of the amount of work CIJE can actually accomplish in one year. The workplan is not a fixed document; the CIJE staff will have to revisit it periodically throughout the year to check on the feasibility and to negotiate capacity from existing staff projects when new ideas and projects arise, and to check if the original guidelines are still reasonable. Adding a sense of perspective to the weight of the document, ADH stated that the workplan is "our best estimate at a particular moment in time, and must be revisited at regular intervals in 1995."

The staff then began a discussion examining each section of the workplan.

A. ALLOCATION OF STAFF TIME (exhibit I)

ADH stated that the grid may appear rather rigid. His goal in creating this chart was to accommodate the talents and expertise of the staff to their fullest potential. NR pointed out that it is inevitable and also productive that the staff will work together on specific projects. Accordingly, ADH suggested that everyone will need to pay special attention to how time is spent and suggested a biweekly time sheet in which each member of the staff will allocate time spent in the preceding weeks by the four domains of CIJE (Core, Building the Profession, Community Mobilization, Content and Program). Sandy (SLB) will manage this process.

Assignment

B. BUILDING THE PROFESSION

1. In-service training

GZD suggested that the first point under the subheading of in-service training should be broken up into more distinct categories of work. She also suggested

that the third point should be more specific. She proposed changing the first sentence of that section to read, "...institutions, central agencies, professional organizations, and the denominational movements to the endeavor."

2. Comprehensive Planning for Building the Profession

ADH noted that if we do hire such a consultant, it will give some relief to GZD and allow the program to continue at a substantial pace.

When hired, such a planner would develop the process, including the writing. NR stated that the writer of this plan must be an outstanding conceptual writer. She offered *A Time to Act* as an example of quality conceptual writing. Without an outstanding writer, there is effectively, no plan. ADH concurred with her opinion and offered the report of the Carnegie Forum and the work of Mark Tucker as an example of a planner who keeps the process focused. NR felt the planner should sit on the committee and the writer should also be present at all meetings.

On the subject of intensity levels, the group decided it would be best to work toward completion of *intensity level I* as there is already a sizable amount of work to do and the task of finding the right person to fulfill the planner position will be challenging in itself. Thus such a planner would probably be hired only by the end of 1995.

C. COMMUNITY MOBILIZATION

1. Missing components

NR noted essential aspects of her work not yet incorporated into the CIJE workplan. She suggested adding a bullet point about the dissemination of the policy brief, planning for the General Assembly, and skillfully managing media attention (both Jewish and general).

2. Dissemination of the Module

In a discussion about the dissemination of the personnel module, NR noted that this is not a document to be disseminated to the general public. Much of this project will be handled by MEF directly.

3. Telling the Story

a. CIJE Publications

ADH suggested that CIJE publish three to four pieces of writing, explaining the MEF activities. The future survey on Jewish education professionals will not

need a policy brief. BWH noted three categories of publications, addressing specific readerships: academic, lay readership, and publicity oriented documents. NR emphasized that dissemination and implementation has to be a priority for the research to hold extended meaning. NR would like to coordinate CIJE publications with the Educated Jew Project and our own mobilization efforts.

b. Monitoring the North American Scene

It was suggested that it would be worthwhile for CIJE to monitor action on the community mobilization and building the profession fronts outside of the activities in which CIJE is involved. Furthermore, NR may want to consider creating (with JESNA) an annual report on the state of Jewish education, offering a synoptic view of the situation. The CIJE Board might find this to be a helpful tool in tracking the progress CIJE has made on these fronts. GZD suggested we also note change in communities as a whole and note what Jewish communities and CIJE are learning from our projects.

D. MONITORING, EVALUATION, AND FEEDBACK

Discussion was limited on this portion of the workplan as CIJE spent a great deal of time on these topics at the MEF Advisory Committee meeting last August and neither Adam Gamoran nor Ellen Goldring was present.

NR voiced her concern that the development of the module was not listed first on the list. Although ADH explained that this is not an ordered plan in terms of priority, NR iterated CIJE's primary need to follow up on commitments which we have made in the policy brief..

E. CONTENT AND PROGRAM

1. Best Practices

a. Seminars and Institutes

A brief discussion took place concerning the Best Practices projects in terms of local seminars and in-service institutes. BWH suggested adding a point to include two Best Practices in-service institutes which are included in the budget document..

b. Publications

In an examination of these publications, the staff discussed the physical look and format and the content of the booklets. BWH suggested an alternative model , written in the second person. GZD suggested the publications should be designed to be both descriptive and prescriptive, ending with a plan.

c. Hebrew in Day Schools

BWH noted that although the Hebrew in day schools project is not listed on the 1995 workplan, he has already begun the project. GZD suggested the research could be completed this Spring (the best time to visit schools) and BWH's writing part of the project could take place in the beginning of 1996. This prior commitment will need to be re-examined in the light of the accepted CIJE 1995 Workplan.

XXV. Building the Profession: Building Capacity

GZD and BWH presented a report on their very last iteration towards a plan for creating a policy for building capacity. They began with five basic questions:

1. Capacity for doing what?
Training teachers? Conducting in-service seminars?
2. Potential recruits?
3. Are there jobs in the field after the recruits are trained?
4. Do "we" know how to train the trainers?
5. Who should do the training?
CIJE? Existing institutions?

GZD and BWH then presented three approaches to these questions:

1. Bob Abramson Approach

In a conversation with GZD, Bob Abramson of the United Synagogue Education Department suggested that enough qualified people already exist to build such a training program. He does not need CIJE's help to recruit or train personnel to fill these training positions. However, he lacks the infrastructure necessary to build such a program. He does not possess the funds needed to build an all-inclusive national program. He suggested that additional funding for such a project would free him from creating a program consisting of only selected congregations and institutions by allowing him to hire more people to do the work.

2. CIJE could create a senior educators program, for people from existing institutions.

3. Institutions such as JTS, ALOHA, CIJE, etc. should create programs for the

training of trainers with the guidance of CIJE and possible funding from MAF. This would be a multi-denominational program.

ADH expanded on these models. He believes CIJE has the capacity to build such an education program and suggested we work with Nancy Broude of the Harvard Principals' Center to establish such a training program. He noted that she would be willing to facilitate such a program in any number of locations. The potential participants in such a program would come from communities where, upon their return, would serve as national consultants to their communities. The participants would have to commit to working beyond their specific institutions. These recruits would also form a support network on communal, regional, and North American levels. By expanding this base, CIJE would assist in building capacity by building a network of education professionals.

XXVI. Next CIJE NY Staff Meeting

The next CIJE NY staff meeting will take place on Tuesday, December 27, from 9:00 am to 4:00 pm.



BWH'S CONVERSATION WITH DANNY P.
December 14, 1994

Cleveland:

Agnon: Danny will talk with Ray Levi to see what the school is currently thinking about the Goals issue.

Mark Gurvis: CIJE needs to decide if we are going to propose in Cleveland a local goals seminar ala Milwaukee and then we'll contact Mark for his views. Agnon might be involved in this way.

Rob Toren: Danny has been in touch with Toren almost every week about his plan for congregational improvement, so we are on top of Rob's request for help and have been giving to him.

JCC Goals:

ADH needs to talk with Allan Finkelstein about this whole thing: Jay Roth, etc.

Atlanta:

Feb 12th: Who is the point person in terms of planning this day???

Amy Gerstein:

Dan would like to discuss his proposal to hire Amy as a consultant to the project. We need to find a context to talk about his thinking in this matter.

January 5 Meeting of staff-- Can the Goals Project be a main item on the agenda?

Next steps for Danny in Goals:

Over the next weeks Danny will be:

Reading more in the literature ofSizer, Fullen, etc.

Talking to experts like Fullen, Fred Newman, etc.

Identifying and contacting the people we want as resource people

Planning the learning for the these resource people: towards a meeting in spring and/or summer

CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	If Jay Roth approves a meeting, contact Jeanne Siegel and Harry Stern.	BWH/ADH		October 28, 1994
2.	Create proposal for the next board seminar.	NR	October 12, 1994	November 30, 1994
3.	Camper calls with written report to ADH.	STAFF	October 12, 1994	December 1994
4.	Contact Rachel Cowan about Spielberg Foundation meeting January 19-20, 1995.	GZD, NR	December 1, 1994	December 1994
5.	Complete the Educators' Survey module.	AG, EG	December 7, 1994	February 1995
6.	Explore Agnon School's relationship to the Goals Project and CIJE.	DNP, BWH	December 7, 1994	TBA
7.	Develop proposal to the Cummings Foundation about developing capacity.	GZD, BWH	December 7, 1994	TBA
8.	Explore meeting mentioned by Rachel Cowan sponsored by the Covenant Foundation.	NR	December 7, 1994	TBA
9.	Manage staff time allocation monitoring.	SLB	December 12, 1994	Ongoing
10.	Write thank you note to J. Tammivaara and R. Goodman.	ADH	December 1, 1994	Done
11.	Send out message to save the date of January 5, 1995 for extended staff conference in Cleveland.	RJM	December 1, 1994	Done
12.	Contact Dan Pekarsky about the Goals Project.	BWH, ADH	December 1, 1994	Done
13.	Set up meeting with Botwinick, Chervin, and Cohen for December 28, 1994.	GZD	December 1, 1994	Done
14.	Pursue with Allan Finkelstein connection between JCC camps and the Goals Project.	ADH	December 7, 1994	Done

updated: December 20, 1994

12/8

Carol -

On 1/5/95 there will be a meeting of CIE staff in Cleveland. I'd like your help on the following: 8:30 - 5PM to Linda on 12/13/94 ^{Time}

① Rooms at Sheraton on 1/4th for the following -
ADH, GZD, BWH, NR, Sandra Blumenfield (new executive secretary), Bill R., Adam G., Ellen G., Dan P.
(Total of 9)

② Meeting space, and separate lunch space, at ICF for 14. Arrangements for breakf. pastries, water, coffee tea (all day), lunch. NOTE: 8:15

③ Put on calendars of SHH, RAS, SA, YFL
Bkfst Past. Coffee Tea, in Mtg Room 12:30
Linda SHH calendar *G.W. calendar* *S.A. calendar* → list of pss to Linda for ICF Security

④ Meeting expense form -

W. Adummar

⑤ Anything else?

Lunch on expense approx \$5.00/person.

NY to
153. → Cleve. -

IVE -

fr 124. - Washin to Clem

264 - Madison to Clem

ATL

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

*Cancelled
Bernadina
1-4-95*

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777 ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ (use separate form for each single) DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

GUEST 1

GUEST 2

NAME DANIEL PEKARSKY

OST CTR 090

ARRIVAL WED. 1-4-94 ? ?
Day Date Time Flight No.

DEPARTURE THURS. 1-5-94
Day Date

Day Date Time Flight No.

Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

All reservations are "Guaranteed Arrival". It is the responsibility of the employee requesting the reservation to cancel. Your Department/Division will be charged for the room if your guest does not "show".

REQUEST MADE BY: NAME: CAROL A. KEIL

DATE: 12-13-94

DIVISION: FOUNDATION-CIJE

EXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

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PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

Cancelled
to RJ
12-20-94
phone
2:20pm

GUEST 1

GUEST 2

NAME ELLEN GOLDRING

POST CTR 090

ARRIVAL WED. 1-4-94 ? ?
Day Date Time Flight No.

DEPARTURE THURS 1-5-94
Day Date

Day Date Time Flight No.

Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

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REQUEST MADE BY: NAME: CAROL A. KEIL

DATE: 12-13-94

DIVISION: FOUNDATION - CIJE

EXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

Cancelled
Rm Reservation
12-19-94
R.J.

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777 ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ (use separate form for each single) DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

GUEST 1

GUEST 2

NAME ADAM GAMORAN

COST CTR 090

ARRIVAL WED 1-4-94 ? ?
Day Date Time Flight No.

DEPARTURE THURS 1-5-94
Day Date

Day Date Time Flight No.

Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

All reservations are "Guaranteed Arrival". It is the responsibility of the employee requesting the reservation to cancel. Your Department/Division will be charged for the room if your guest does not "show".

REQUEST MADE BY: NAME: CAROL A. KEIL

DATE: 12-13-94

DIVISION: FOUNDATION - CJE

EXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

*Cancelled
Banned
1-4-95*

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777 ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐
(use separate form for each single)

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

GUEST 1

GUEST 2

NAME WILLIAM ROBINSON

POST CTR 090

ARRIVAL WED. 1-4-94 ? ?
Day Date Time Flight No.

DEPARTURE THURS. 1-5-94
Day Date

Day Date Time Flight No.

Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

All reservations are "Guaranteed Arrival". It is the responsibility of the employee requesting the reservation to cancel. Your Department/Division will be charged for the room if your guest does not "show".

REQUEST MADE BY: NAME: CAROL A. KEIL

DATE: 12-13-94

DIVISION: FOUNDATION - C I J E

EXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

*12-22-94 Revised to R.J.
add one nite 1-3-94*

R

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ROOM TYPE: SINGLE ☒ (use separate form for each single) DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

5055

	GUEST 1	GUEST 2
NAME	<u>SANDRA BLUMENFIELD</u>	
POST CTR	<u>090</u>	
ARRIVAL	<u>WED. 1-3-94</u> ? ?	
	Day Date Time Flight No.	Day Date Time Flight No.
DEPARTURE	<u>THURS. 1-5-94</u>	
	Day Date	Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

All reservations are "Guaranteed Arrival". It is the responsibility of the employee requesting the reservation to cancel. Your Department/Division will be charged for the room if your guest does not "show".

REQUEST MADE BY: NAME: CAROL A. KEIL DATE: 12-13-94
DIVISION: FOUNDATION - CJE EXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

Cancelled
1-4-95
1:25pm
Bernadine

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777 ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ (use separate form for each single) DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

GUEST 1

GUEST 2

NAME NESSA RAPPOPORTOST CTR 090

ARRIVAL WED. 1-4-94 ? ?
Day Date Time Flight No.

DEPARTURE THURS. 1-5-94
Day Date

Day Date Time Flight No.

Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

All reservations are "Guaranteed Arrival". It is the responsibility of the employee requesting the reservation to cancel. Your Department/Division will be charged for the room if your guest does not "show".

REQUEST MADE BY: NAME: CAROL A. KEILDATE: 12-13-94DIVISION: FOUNDATION - CJEEXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

*Cancelled
Barron
1-4-95*

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777 ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ (use separate form for each single) DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

	GUEST 1	GUEST 2
NAME	<u>BARRY W. HOLTZ</u>	
POST CTR	<u>090</u>	
ARRIVAL	<u>WED. 1-4-94 2 3</u>	
	Day Date Time Flight No.	Day Date Time Flight No.
DEPARTURE	<u>THURS. 1-5-94</u>	
	Day Date	Day Date

NOTE: If arrival information is not known, advise traveler to use the hotel courtesy phone upon arrival at airport for Sheraton van pickup.

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REQUEST MADE BY: NAME: CAROL A. KEIL DATE: 12-13-94
DIVISION: FOUNDATION-CIFE EXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

Cancelled
Bernadine
1-4-95

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777-ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ (use separate form for each single) DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

GUEST 1

GUEST 2

NAME GAIL Z. DORPHCOST CTR 090

ARRIVAL WED. 1-4-94 ? ?
Day Date Time Flight No.

DEPARTURE THURS. 1-5-94
Day Date

Day Date Time Flight No.

Day Date

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REQUEST MADE BY: NAME: CAROL A. KEILDATE: 12-13-94DIVISION: FOUNDATION - CITEEXT: X-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

DATE: 12-13-94

To: IVI Travel - Cleveland
Phone: Local: Ext. 4162
L.D. (800) 285-8878
Fax (216) 881-0554

*Cancelled
Dennis
1-4-95*

Please reserve the following room(s) at the SHERATON CLEVELAND CENTRE, 777 ST. CLAIR AVENUE, 44114

ROOM TYPE: SINGLE ☒ DOUBLE ☐ SMOKING ☐ NON-SMOKING ☐
(use separate form for each single)

PURPOSE OF VISIT: MEETING ☒ TRAINING SCHOOL ☐ OTHER ☐

MEETING LOCATION: SHERATON ☐ PREMIER ☐ OTHER ☒

GUEST 1

GUEST 2

NAME ALAN D. HOFFMAN

POST CTR 090

ARRIVAL WED. 1/4/94 ? ?
Day Date Time Flight No.

DEPARTURE THURS 1/5/94
Day Date

Day Date Time Flight No.

Day Date

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REQUEST MADE BY: NAME: CAROL A. KEIL
DIVISION: FOUNDATION - CJE

DATE: 12-13-94
EXT: x-7198

IVI USE ONLY

Agent

Date

Time

Faxed to Sheraton

MEMORANDUM

TO: LINDA KNABLE
FROM: CAROL A. KEIL
DATE: December 19, 1994

*Cancelled
w/ Linda
CK*

THIS WILL CONFIRM OUR PLANS TO HOLD A CIJE STAFF MEETING AT THE JCF ON JANUARY 5, 1994, FROM 8:30 A.M. UNTIL 5:00 PM.

ACCORDING TO OUR CONVERSATION ON DECEMBER 13, 1994 YOU HAVE RESERVED A MEETING SPACE AND SEPARATE LUNCHEON SPACE FOR FOURTEEN PEOPLE. A DEFINITE LUNCH TIME HAS NOT BEEN ESTABLISHED YET.

IN ADDITION, YOU ARE ARRANGING FOR BREAKFAST PASTRIES AND WATER, COFFEE AND TEA ALL DAY. ALSO YOU WILL PROVIDE EASEL AND MARKERS FOR THE MEETING ROOM. WE WILL PROVIDE OUR OWN PADS AND PENCILS.

FOLLOWING IS A LIST OF THE 1-5-95 MEETING ATTENDEES:

WALTER ACKERMAN ✓
ALAN HOFFMANN ✓
GAIL DORPH ✓
BARRY HOLTZ ✓
NESSA RAPOPORT
SANDRA BLUMENFIELD
WILLIAM ROBINSON
ELLEN GOLDRING X
DAN PEKARSKY
STEPHEN HOFFMAN
RICHARD SHATTEN
VIRGINIA LEVI ✓
SHEILA ALLENICK

I WILL FORWARD ADDITIONAL INFORMATION AS IT BECOMES AVAILABLE.

THANK YOU VERY MUCH FOR ALL YOUR HELP.

CIJE STAFF MEETING
JANUARY 5, 1995, 8:30AM - 5:00PM
JCF, CLEVELAND

HOTEL RESERVATIONS:

SANDRA BLUMENFIELD
GAIL DORPH
ALAN HOFFMANN
BARRY HOLTZ
ELLEN GOLDRING
NESSA RAPOPORT
DAN PEKARSKY
WILLIAM ROBINSON

conf. #5055

*Cancelled
w/ Sheraton
CK*

VAN SERVICE FROM HOTEL TO JCF MORNING OF 1-5-95:
CALL JANELLE, EXEC RECEPTION: X-2947

SCHEDULE VAN TRANSPORT FROM: SHERATON -CLEVE CITY CTR. TO: JEWISH
COMMUNITY FEDERATION, 1750 EUCLID AVE. 1-5-95, 8:00 A.M.

FOR: SANDRA BLUMENFIELD

- GAIL DORPH
- ALAN HOFFMANN ✓
- BARRY HOLTZ ✓
- DANIEL PEKARSKY ✓
- WILLIAM ROBINSON
- NESSA RAPOPORT
- ~~ELLEN GOLDRING~~

*Cancellations called
to Bernadina 1-4-95 1:25pm
GZD, BWH, DP, WR, NR.*

SCHEDULE VAN PICK UP ON 1-5-95 FROM: JCF, 1750 EUCLID AVE. AT 5:00 PM TO:
SHERATON -CLEVELAND CITY CTR. FOR SAME PEOPLE.

Carol

Subject: Jan. 5
Date: 19-Dec-94 at 17:22
From: robin mencher, 74043,423

To: Virginia Levi, 73321,1223
CC: Alan Hoffmann, 73321,1220

Hi Ginny!

I have heard that Ackerman is coming and that Ellen will also not be able to attend. I have Informed Danny, but have not heard specifically from him that he is coming. However, notes from Barry indicate that he is indeed planning on attending. Still, I have received no confirmation. I hope this helps you out. I'm sending this also to ADH.
Robin*



MEETING/WORKSHOP BUDGET REQUEST

no. 1.3
effective 7/2/93
page 3 of 412-19-93
3:32Entity C/IE

Project _____

Responsible Person/Meeting Coordinator VIRGINIA F. LEVI X-295802X719Purpose STAFF MEETINGDate(s) of Meeting 1-5-95 Time of Meeting From: 8:30 AM To: 5:00 PMMeeting City/Airport CLEVELAND Arrival Date and Latest SuitableArrival Time 1-4-95 Departure Date and Earliest SuitableDeparture Time 1-5-95 Meeting Agenda Attached? Yes _____ No XLocation: Where? JCF Phone 216-566-9200Address 1750 EUCLID AVE Fax _____Is the location already reserved? Yes X No _____

US AIR PREFERRED

* ATTENDEES (If more space needed please attach separate sheet.)	AIRPORT DEPARTURE CITY	TRAVEL		ROOMS	MEALS	TOTAL
		AIR ¹	DRIVE			
ALAN D. HOFFMANN	NEW YORK, NY					
GAIL Z. DORPH	NEW YORK, NY					
BARRY W. HOLTZ	NEW YORK, NY					
NESSARAPPOORT	NEW YORK, NY					
SANDRA BLUMENFELD	NEW YORK, NY					
ELLEN GOLDRING	NASHVILLE, TN					
DANIEL PEKARSKY	MADISON, WI					
RICHARD SHATTEN	CLEVELAND, OH					
SHEILA ALLENICK	CLEVELAND, OH					
STEVE HOFFMAN	CLEVELAND, OH					
VIRGINIA LEVI	CLEVELAND, OH					
WALTER ACKERMAN	BEACHWOOD, OH					
ATTENDEE COST		\$	\$	\$	\$	\$ 2

¹ Meeting manager should complete all elements of this form except air fares. This form should then be sent to the Corporate Travel Department who will insert estimated air fares and return the form within 3 working days from the date received. If there are other attendees who will cover their own travel, list on a separate sheet.

² CARRY TOTAL FORWARD TO REVERSE SIDE

MEETING/WORKSHOP BUDGET ELEMENTS

ATTENDEE COST: (Brought forward from front side)

\$ _____

DESCRIPTION

MEETING ROOM(S): JCF

\$ 10

GROUP MEALS: (CHECK APPROPRIATE BLOCK(S) AND INDICATE THE PER PERSON COST AS WELL AS THE TOTAL)

☐ BREAKFAST \$ _____ PER PERSON ☒ LUNCH \$ 5.00 PER PERSON ☐ DINNER \$ _____ PER PERSON

\$ _____

EQUIPMENT:

FLIP CHART, BASEL

\$ _____

GROUP REFRESHMENTS:

COFFEE, TEA, WATER (ALL DAY)

\$ _____

OTHER (SPECIFY):

\$ _____

TOTAL MEETING/WORKSHOP BUDGET

\$ _____

Submitted By	Date	Financial Approval:	Date
Air Fares Estimated		Operations Approval:	
Knowledge Center Approval:		Final Approval:	

MEETING/WORKSHOP BUDGET REQUEST

no. 1.3
effective 7/2/93
page 3 of 4Entity CJEProject CJEResponsible Person/Meeting Coordinator VIRGINIA F. LEVIPurpose STAFF MEETINGDate(s) of Meeting 1-5-95 Time of Meeting From: 8:15 To: 5:00Meeting City/Airport CLEVELAND Arrival Date and Latest SuitableArrival Time 1-4-95 Departure Date and Earliest SuitableDeparture Time 1-5-95 Meeting Agenda Attached? Yes ☐ No ☒Location: Where? JCF Phone 216-566-9200Address 1750 EUCUD, CLEVE, OH Fax Is the location already reserved? Yes ☒ No ☐

* ATTENDEES (If more space needed please attach separate sheet)	AIRPORT DEPARTURE CITY	TRAVEL		ROOMS	MEALS	TOTAL
		AIR ¹	DRIVE/TAXI			
ALAN D. HOFFMAN	New York					
GZD	New York					
BWH	New York					
NR	New York					
SB	New York					
WR	Atlanta, GA					
EG	Nashville, TN					
DP	Madison, WI					
SHH						
RAS						
SA						
VFL						
WALTER ACKERMAN						
ATTENDEE COST		\$	\$	\$	\$	\$ 2

1 Meeting manager should complete all elements of this form except air fares. This form should then be sent to the Corporate Travel Department who will insert estimated air fares and return the form within 3 working days from the date received. If there are other attendees who will cover their own expenses, list on a separate sheet.

2 CARRY TOTAL FORWARD TO REVERSE SIDE

MEETING/WORKSHOP BUDGET ELEMENTS

EXHIBIT A
No. 1.3
Effective: 7/2/93
Page 4 of 4

ATTENDEE COST: (Brought forward from front side)

\$ _____

DESCRIPTION

MEETING ROOM(S): JCF

\$ 0

GROUP MEALS: (CHECK APPROPRIATE BLOCK(S) AND INDICATE THE PER PERSON COST AS WELL AS THE TOTAL)

☐ BREAKFAST \$ _____ (PER PERSON) ☒ LUNCH \$ 5.00 (PER PERSON) ☐ DINNER \$ _____ (PER PERSON)

\$ _____

EQUIPMENT:

FLIP CHART- EASEL

\$ _____

GROUP REFRESHMENTS:

COFFEE, TEA, WATER (ALL DAY)

\$ _____

OTHER (SPECIFY):

\$ _____

TOTAL MEETING/WORKSHOP BUDGET

\$ _____

Submitted By	Date	Financial Approval:	Date
Air Fares Estimated		Operations Approval:	
Knowledge Center Approval:		Final Approval:	

*Required for budgets allowing less than 30 days notice.

MEMO

TO: JANELLE
FROM: CAROL KEIL
DATE: December 29, 1994

PLEASE SCHEDULE SHERATON VAN PICK UP AT CLEVELAND HOPKINS AIRPORT ON JAN. 3, 1995 FOR:

SANDRA BLUMENFIELD ARRIVING AT 11:00 P.M. ON CONTINENTAL #1877

PLEASE ALSO ARRANGE FOR VAN PICK UP FOR:

JAN 4, 1995 BARRY HOLTZ ARRIVING 7:47 P.M. ON CONTINENTAL #661
NESSA RAPORPORT ARRIVING 7:47 P.M. ON CONT #661

JAN 4, 1995 BILL ROBINSON ARRIVING 11:00 P.M. ON DELTA #1128

JAN 4, 1995 DAN PEKARSKY ARRIVING 12:15 P.M. ON CONTINENTAL #1704

IF POSSIBLE, PLEASE RESERVE VAN SERVICE FROM THE SHERATON ON THE MORNING OF JAN 5, 1995 FROM THE HOTEL TO JEWISH COMMUNITY FEDERATION AT 1750, EUCLID AVE. FOR:

SANDRA BLUMENFIELD
ALAN HOFFMANN
BARRY HOLTZ
DAN PEKARSKY
BILL ROBINSON
NESSA RAPOPORT

Subject: Telecon
Date: 19-Dec-94 at 11:27
From: Virginia Levi, 73321,1223

To: Virginia Levi, 73321,1223
Alan, 73321,1220

Hi, Alan. Hope all is going well there. I know Sandy has asked where you and Nessa will be on Wed., as have I via fax. I need to set this up through the operator, since I'll be at home for the call, so need the info sooner than I otherwise would.

I've been thinking about the agenda. I'm not entirely clear on what you want out of this, or how long you think it can/will go. Here are my thoughts. I'd appreciate your letting me know what of the following should be on the agenda, and the order:

1. Plans for steering committee of Feb. 14.
2. Plans for board meeting of April 26-7
 - a) speaker
 - b) additions to board between now and then?
 - c) preparations for committee meetings
 - d) focus of plenary
3. Director search
4. Fund raising
5. Specific events scheduled in 1st quarter of '95
6. Updates on ...
 - a) goals project
 - b) follow-up to the leadership institute
 - c) next steps for MEF and educators survey
 - d) continental and local in-service education; personnel action plans
 - e) communications for community mobilization
7. How does all this fit with Jan. 5? Agenda for that meeting

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: December 21, 1994

DATE OF MINUTES ISSUED: December 22, 1994

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

COPY TO: Morton Mandel, Nessa Rapoport, Richard Shatten

The primary purpose of this telecon was to plan the agenda for the January 5 staff meeting scheduled for 8:30am to 5:00pm in Cleveland. Alan reported that Adam Gamoran will be unable to attend and that Ellen Goldring's attendance is uncertain. Participants will include: Walter Ackerman, Sheila Allenick, Sandra Blumenfield, Gail Dorph, Steve Hoffman, Alan Hoffmann, Barry Holtz, Virginia Levi, Daniel Pekarsky, Nessa Rapoport, Bill Robinson, Richard Shatten.

The purpose of the meeting is to give participants an understanding of the 1995 workplan, outline the tasks for the year, agree on desired outcomes, and establish criteria for measuring our success in meeting those goals. The New York staff will come to the meeting with a proposed master calendar for the first half of 1995. By the end of the day, a calendar for the full year should be sketched out.

Following is the proposed agenda for the day:

- | | <u>Assignment</u> |
|--|-------------------|
| I. PRESENTATION OF 1995 WORKPLAN - GUIDING PRINCIPLES
ESTABLISH CRITERIA FOR MEASURING OUTCOMES | ADH (15 min.) |
| II. BUILDING THE PROFESSION - PLANS FOR 1995 | GZD (1.5 hrs.) |
| Walter Ackerman may be asked for a brief summary of
how his work
fits Building the Profession. | |
| III. CONTENT AND PROGRAM | |
| Best Practices | BWH (1.5 hrs.) |
| Goals | DP |
| IV. COMMUNITY MOBILIZATION | NR (1 hr.) |

V. RESEARCH

ADH (1 hr.)

Review of Adam's workplan

Walter Ackerman may review his plans as they relate to Research.

VI. NEW ADMINISTRATIVE ARRANGEMENTS: OVERVIEW

SFA, ADH, RAS (.5 hr.)

VII. PLANS FOR FEBRUARY STEERING COMMITTEE MEETING

ADH (1 hr.)

VIII. PLANS FOR APRIL BOARD MEETING

ADH (1 hr.)

- A. Speaker
- B. Committees
- C. Focus of Plenary
- D. Adding new members
- E. Camper Contacts

It was suggested that presenters should provide an overview of plans for the year's focus and outline issues that relate to these plans. Where there are questions or open issues, presenters should come with a proposal rather than a list of open questions.

It was suggested that the group turn to discussion of Steering Committee and Board Meetings by three o'clock, no matter where in the agenda we are. It was noted that Seymour Fox and Annette Hochstein will be at the Steering Committee meeting in February, a fact which should be considered as the agenda is planned. It was suggested that the Steering Committee should have an opportunity to review and discuss the 1995 workplan as the primary focus of its meeting.

TRAVEL PLANS

Out-of-towners should plan to arrive in Cleveland on the evening of Wednesday, January 4, in order that the meeting can begin promptly at 8:30am on January 5. The meeting will take place at the Jewish Community Federation, 1750 Euclid Avenue. Visitors will stay at the Sheraton City Centre, as in the past.

Sandy Blumenfield will plan to spend the day of January 4 in orientation with Ginny, Sheila, Carol, and IVI Travel. Sheila will plan to meet with Barry and Gail over breakfast on the morning of January 5 to review benefits issues.

MINUTES: CIJE NEW YORK STAFF MEETING
DATE OF MEETING: DECEMBER 27, 1994
DATE MINUTES ISSUED: DECEMBER 30, 1994
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,
Robin Mencher (sec'y), Nessa Rapoport
COPY TO: Morton Mandel, Virginia Levi,
Sheila Allenick, Sandra Blumenfield

I. Review of CIJE Calendar for January and February 1995

A. Extended Staff Conference in Cleveland

Although Adam Gamoran and Ellen Goldring cannot be present on January 5, it was decided that the conference should take place as planned.

B. Goals Project Meeting in February

ARH has suggested the Goals Project meeting scheduled for February 8, should be held in Cambridge, MA, so that Prof. Scheffler could be present with DNP, SF, and ARH.

C. MEF Advisory Committee Meeting

The MEF Advisory Committee Meeting will take place on February 9, in Chicago and Prof. James Coleman will attend.

D. Senior Personnel Meeting

A Senior Personnel Meeting will take place in New York on February 10, with ARH.

E. Atlanta Goals Project

ADH, DNP and BWH will be facilitating a Goals Seminar on February 12 in Atlanta.

F. Steering Committee Meeting

The CIJE Steering Committee will meet on February 14 in the NY office.

II. Minutes and Assignments

The minutes of the last staff meeting were reviewed.

A. BRANDEIS UNIVERSITY

ADH emphasized the emerging importance of building a relationship between Brandeis University and CIJE. A letter of appreciation has been received from the President of Brandeis University.

B. CONTACT WITH COMMITTEE CHAIRS

1. Content and Program

BWH brought up an issue which had been raised in his conversation with Content and Program committee chair, John Colman. Colman recommended that BWH give him written reports of activities and issues related to the committee. This would be helpful as a background document to conversations. Colman also suggested that these reports be distributed to all members of the committee.

ADH agreed and added that written reports may serve to be increasingly helpful in maintaining contact with members of committees, especially as the board continues to expand. However, calls are still an important priority for key committee members.

2. Building the Profession

GZD briefly reported on her last meeting with the new chair of the committee on Building the Profession, Lester Pollack. Pollack expressed a high level of interest in the committee. He particularly wants to focus on expanding the role of the committee.

Lester Pollack and GZD will meet again on Thursday, December 29. At that time, GZD will make sure he is informed of the February 14 Steering Committee meeting.

assignment

C. RACHEL COWAN (Cummings Foundation)

1. NR will contact Rachel Cowan regarding a meeting in January with the Spielberg Foundation.

assignment

2. ADH and BWH will be attending a meeting to learn about ORTNET, a Jewish on-line service. This meeting is co-sponsored by the Covenant and Cummings Foundations and will take place on Monday, January 30, from 8:30 - 10:00 am at the Cummings Foundation. RJM will RSVP. The staff meeting for that day will begin at

assignment

10:30 am instead of 9:00 am.

D. WEXNER HERITAGE FOUNDATION

assignment

ADH, BWH, and possibly GZD will be meeting with Nathan Laufer of Wexner Heritage on February 1, from 2:00 - 5:00 pm. The main purpose of this meeting is for CIJE to listen and learn about Wexner Heritage. BWH will check with Michael Paley to make sure that there is no CIJE presentation scheduled for that meeting.

E. SUMMER 1995

ADH shared some ideas for CIJE projects in the summer of 1995. He suggested a seminar for building capacity for the Goals Project, a seminar for building capacity for in-service training of educators, and possibly a goals seminar for lay people and newly interested communities. This agenda item will be continued at the next staff meeting on January 3, 1995.

F. DAVID ARIEL AND MARK GURVIS

assignment

Having heard nothing about the Cleveland College since the meeting in Cleveland, ADH will follow up on the convening of the planning team.

G. JCC CAMPS

ADH noted recent developments including the possibility of a Jerusalem Fellow to work with the JCC Association as their camping consultant. Allan Finkelstein is extremely interested in this direction.

After this staff meeting, ADH will be speaking with Jay Roth of Milwaukee about their camping programs. There has been some interest in developing this work with the Goals Project into a national pilot project for JCC camping.

It was agreed by all that while CIJE could help to build a concept for the camping movement of the JCC, CIJE should never become involved with the internal issues in running camps.

H. CIJE 1995 WORKPLAN

The CIJE workplan will be presented at the extended staff conference on January 6 and then brought to the Steering Committee on February 14th.

ADH reiterated that the 1996 workplan should be approved by September of 1995.

III. Communities Consultation Day (December 28)

GZD and BWH presented their plan for the consultation meeting with the educational planners from Atlanta, Baltimore, and Milwaukee for the next day. The day will begin with presentations by the planners from each community and then move to the process of creating comprehensive personnel action plans with attention to both context and progress. They presented their preliminary outlines for personnel action plans and opened discussion about next steps after the meeting.

The communities will have to build strategies to enable them to develop action plans specifically tailored to their individual needs. Concurrently, in the quest to design such action plans, CIJE and the communities will also have to consider if there are certain standards that must be met by all.

The Role of CIJE in Personnel Action Plans:

GZD pointed out that if CIJE does not provide consultation, we will not have the power to create change in the communities. CIJE's role in the implementation of the comprehensive personnel action plans should be limited to those parts of the plans which are important to CIJE. These portions of the plan could include: building capacity for leadership, early childhood education, and supplementary schools as they relate to leadership capacity.

ADH proposed an outline in terms of process for the development of comprehensive personnel action plans in communities.

1. Bring everyone to an understanding of the generic personnel action plan as proposed by GZD and BWH.
2. Build together a list of basic standards for personnel.
3. Understand that not every aspect of the plan can happen immediately; the work will be accomplished over time.
4. Communities then develop the plans that best suit their needs and desires.
5. CIJE acts as consultant, critic, resource in immediate follow up.

ADH would like to see a first cut of the action plans from the communities themselves at the end of the meeting as pushing them to act on the project will give them ownership. It is not in anyone's best interest for CIJE to develop these specific action plans. However, CIJE will provide assistance in this development process and will aid in mobilizing lay support for the plans.

CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	Camper calls with written report to ADH.	STAFF	October 12, 1994	December 1994
2.	Make sure Lester Pollack is informed of Steering Committee meeting on Feb. 14.	GZD	December 27, 1994	December 29, 1994
3.	RSVP to ORTNET orientation meeting for ADH and BWH.	RJM	December 27, 1994	December 30, 1994 Done
4.	Pursue with Allan Finkelstein connection between JCC camps and the Goals Project.	ADH	December 7, 1994	December 1994 Done
5.	Create proposal for the next board seminar.	NR	October 12, 1994	January 3, 1995
6.	Contact Rachel Cowan about Spielberg Foundation meeting January 19-20, 1995.	NR	December 1, 1994	January 3, 1995
7.	Check with Michael Paley about CIJE presentation for February 1 meeting with Wexner Heritage.	BWH	December 27, 1994	January 3, 1995
	Follow up on regional colleges planning team meeting.	ADH	December 27, 1994	January 3, 1995
9.	Complete the Educators' Survey module.	AG, EG	December 7, 1994	February 1995
10.	Explore Agnon School's relationship to the Goals Project and CIJE.	DNP, BWH	December 7, 1994	TBA
11.	Develop proposal to the Cummings Foundation about developing capacity.	GZD, BWH	December 7, 1994	TBA
12.	Explore meeting mentioned by Rachel Cowan sponsored by the Covenant Foundation.	NR	December 7, 1994	TBA
13.	Manage staff time allocation monitoring.	SLB	December 12, 1994	Ongoing

updated: December 30, 1994

MINUTES: CIJE NEW YORK STAFF MEETING
DATE OF MEETING: DECEMBER 27, 1994
DATE MINUTES ISSUED: DECEMBER 30, 1994
PARTICIPANTS: Gail Dorph, Alan Hoffmann, Barry Holtz,
Robin Mencher (sec'y), Nessa Rapoport
COPY TO: Morton Mandel, Virginia Levi,
Sheila Allenick, Sandra Blumenfield

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1. Content and Program

BWH brought up an issue which had been raised in his conversation with Content and Program committee chair, John Colman. Colman recommended that BWH give him written reports of activities and issues related to the committee. This would be helpful as a background document to conversations. Colman also suggested that these reports be distributed to all members of the committee.

ADH agreed and added that written reports may serve to be increasingly helpful in maintaining contact with members of committees, especially as the board continues to expand. However, calls are still an important priority for key committee members.

2. Building the Profession

GZD briefly reported on her last meeting with the new chair of the committee on Building the Profession, Lester Pollack. Pollack expressed a high level of interest in the committee. He particularly wants to focus on expanding the role of the committee.

Lester Pollack and GZD will meet again on Thursday, December 29. At that time, GZD will make sure he is informed of the February 14 Steering Committee meeting.

assignment

C. RACHEL COWAN (Cummings Foundation)

1. NR will contact Rachel Cowan regarding a meeting in January with the Spielberg Foundation.

assignment

2. ADH and BWH will be attending a meeting to learn about ORTNET, a Jewish on-line service. This meeting is co-sponsored by the Covenant and Cummings Foundations and will take place on Monday, January 30, from 8:30 - 10:00 am at the Cummings Foundation. RJM will RSVP. The staff meeting for that day will begin at

assignment

10:30 am instead of 9:00 am.

D. WEXNER HERITAGE FOUNDATION

assignment

ADH, BWH, and possibly GZD will be meeting with Nathan Laufer of Wexner Heritage on February 1, from 2:00 - 5:00 pm. The main purpose of this meeting is for CIJE to listen and learn about Wexner Heritage. BWH will check with Michael Paley to make sure that there is no CIJE presentation scheduled for that meeting.

E. SUMMER 1995

ADH shared some ideas for CIJE projects in the summer of 1995. He suggested a seminar for building capacity for the Goals Project, a seminar for building capacity for in-service training of educators, and possibly a goals seminar for lay people and newly interested communities. This agenda item will be continued at the next staff meeting on January 3, 1995.

F. DAVID ARIEL AND MARK GURVIS

assignment

Having heard nothing about the Cleveland College since the meeting in Cleveland, ADH will follow up on the convening of the planning team.

G. JCC CAMPS

ADH noted recent developments including the possibility of a Jerusalem Fellow to work with the JCC Association as their camping consultant. Allan Finkelstein is extremely interested in this direction.

After this staff meeting, ADH will be speaking with Jay Roth of Milwaukee about their camping programs. There has been some interest in developing this work with the Goals Project into a national pilot project for JCC camping.

It was agreed by all that while CIJE could help to build a concept for the camping movement of the JCC, CIJE should never become involved with the internal issues in running camps.

H. CIJE 1995 WORKPLAN

The CIJE workplan will be presented at the extended staff conference on January 6 and then brought to the Steering Committee on February 14th.

ADH reiterated that the 1996 workplan should be approved by September of 1995.

III. Communities Consultation Day (December 28)

GZD and BWH presented their plan for the consultation meeting with the educational planners from Atlanta, Baltimore, and Milwaukee for the next day. The day will begin with presentations by the planners from each community and then move to the process of creating comprehensive personnel action plans with attention to both context and progress. They presented their preliminary outlines for personnel action plans and opened discussion about next steps after the meeting.

The communities will have to build strategies to enable them to develop action plans specifically tailored to their individual needs. Concurrently, in the quest to design such action plans, CIJE and the communities will also have to consider if there are certain standards that must be met by all.

The Role of CIJE in Personnel Action Plans:

GZD pointed out that if CIJE does not provide consultation, we will not have the power to create change in the communities. CIJE's role in the implementation of the comprehensive personnel action plans should be limited to those parts of the plans which are important to CIJE. These portions of the plan could include: building capacity for leadership, early childhood education, and supplementary schools as they relate to leadership capacity.

ADH proposed an outline in terms of process for the development of comprehensive personnel action plans in communities.

1. Bring everyone to an understanding of the generic personnel action plan as proposed by GZD and BWH.
2. Build together a list of basic standards for personnel.
3. Understand that not every aspect of the plan can happen immediately; the work will be accomplished over time.
4. Communities then develop the plans that best suit their needs and desires.
5. CIJE acts as consultant, critic, resource in immediate follow up.

ADH would like to see a first cut of the action plans from the communities themselves at the end of the meeting as pushing them to act on the project will give them ownership. It is not in anyone's best interest for CIJE to develop these specific action plans. However, CIJE will provide assistance in this development process and will aid in mobilizing lay support for the plans.

CIJE ASSIGNMENTS

NO.	DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DUE DATE
1.	Camper calls with written report to ADH.	STAFF	October 12, 1994	December 1994
2.	Make sure Lester Pollack is informed of Steering Committee meeting on Feb. 14.	GZD	December 27, 1994	December 29, 1994
3.	RSVP to ORTNET orientation meeting for ADH and BWH.	RJM	December 27, 1994	December 30, 1994 Done
4.	Pursue with Allan Finkelstein connection between JCC camps and the Goals Project.	ADH	December 7, 1994	December 1994 Done
5.	Create proposal for the next board seminar.	NR	October 12, 1994	January 3, 1995
6.	Contact Rachel Cowan about Spielberg Foundation meeting January 19-20, 1995.	NR	December 1, 1994	January 3, 1995
7.	Check with Michael Paley about CIJE presentation for February 1 meeting with Wexner Heritage.	BWH	December 27, 1994	January 3, 1995
	Follow up on regional colleges planning team meeting.	ADH	December 27, 1994	January 3, 1995
9.	Complete the Educators' Survey module.	AG, EG	December 7, 1994	February 1995
10.	Explore Agnon School's relationship to the Goals Project and CIJE.	DNP, BWH	December 7, 1994	TBA
11.	Develop proposal to the Cummings Foundation about developing capacity.	GZD, BWH	December 7, 1994	TBA
12.	Explore meeting mentioned by Rachel Cowan sponsored by the Covenant Foundation.	NR	December 7, 1994	TBA
13.	Manage staff time allocation monitoring.	SLB	December 12, 1994	Ongoing

updated: December 30, 1994

MINUTES: CIJE STAFF TELECONFERENCE

DATE OF MEETING: December 21, 1994

DATE OF MINUTES ISSUED: December 22, 1994

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

COPY TO: Morton Mandel, Nessa Rapoport, Richard Shatten

The primary purpose of this telecon was to plan the agenda for the January 5 staff meeting scheduled for 8:30am to 5:00pm in Cleveland. Alan reported that Adam Gamoran will be unable to attend and that Ellen Goldring's attendance is uncertain. Participants will include: Walter Ackerman, Sheila Allenick, Sandra Blumenfield, Gail Dorph, Steve Hoffman, Alan Hoffmann, Barry Holtz, Virginia Levi, Daniel Pekarsky, Nessa Rapoport, Bill Robinson, Richard Shatten.

The purpose of the meeting is to give participants an understanding of the 1995 workplan, outline the tasks for the year, agree on desired outcomes, and establish criteria for measuring our success in meeting those goals. The New York staff will come to the meeting with a proposed master calendar for the first half of 1995. By the end of the day, a calendar for the full year should be sketched out.

Following is the proposed agenda for the day:

- | | <u>Assignment</u> |
|--|-------------------|
| I. PRESENTATION OF 1995 WORKPLAN - GUIDING PRINCIPLES
ESTABLISH CRITERIA FOR MEASURING OUTCOMES | ADH (15 min.) |
| II. BUILDING THE PROFESSION - PLANS FOR 1995 | GZD (1.5 hrs.) |
| Walter Ackerman may be asked for a brief summary of
how his work
fits Building the Profession. | |
| III. CONTENT AND PROGRAM | |
| Best Practices | BWH (1.5 hrs.) |
| Goals | DP |
| IV. COMMUNITY MOBILIZATION | NR (1 hr.) |

V. RESEARCH

ADH (1 hr.)

Review of Adam's workplan

Walter Ackerman may review his plans as they relate to Research.

VI. NEW ADMINISTRATIVE ARRANGEMENTS: OVERVIEW

SFA, ADH, RAS (.5 hr.)

VII. PLANS FOR FEBRUARY STEERING COMMITTEE MEETING

ADH (1 hr.)

VIII. PLANS FOR APRIL BOARD MEETING

ADH (1 hr.)

- A. Speaker
- B. Committees
- C. Focus of Plenary
- D. Adding new members
- E. Camper Contacts

It was suggested that presenters should provide an overview of plans for the year's focus and outline issues that relate to these plans. Where there are questions or open issues, presenters should come with a proposal rather than a list of open questions.

It was suggested that the group turn to discussion of Steering Committee and Board Meetings by three o'clock, no matter where in the agenda we are. It was noted that Seymour Fox and Annette Hochstein will be at the Steering Committee meeting in February, a fact which should be considered as the agenda is planned. It was suggested that the Steering Committee should have an opportunity to review and discuss the 1995 workplan as the primary focus of its meeting.

TRAVEL PLANS

Out-of-townners should plan to arrive in Cleveland on the evening of Wednesday, January 4, in order that the meeting can begin promptly at 8:30am on January 5. The meeting will take place at the Jewish Community Federation, 1750 Euclid Avenue. Visitors will stay at the Sheraton City Centre, as in the past.

Sandy Blumenfield will plan to spend the day of January 4 in orientation with Ginny, Sheila, Carol, and IVI Travel. Sheila will plan to meet with Barry and Gail over breakfast on the morning of January 5 to review benefits issues.