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AMERICAN JEWISH ARCHIVES

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

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

Subseries 1: Meetings, 1990–1998.

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Steering committee. Minutes and assignments,
November 1991-December 1991.

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contact the [American Jewish Archives](https://www.AmericanJewishArchives.org) for more information.

- C. SF will wait to recommend an advisory committee. It is not yet clear whether each project will have its own group of advisors or whether there will be a single such body overseeing all the projects.
- D. Progress is being made in the effort to secure Crown support for this project. Jon Woocher had a successful meeting with Susan Crown at which he was advised to have the CIJE submit a proposal. JW is preparing a first draft which will be circulated for review by the telecon group. Following submission of this proposal, SHH and JW will plan to meet with Susan Crown.

Assignment

IV. Building the Profession/Training

- A. The preparation of a strategic plan has been placed on hold until the Lead Communities project is under way.
- B. John Colman has agreed to chair a group to study and make recommendations on the national portable benefits concept. The first step is for Colman to talk with several pros about the importance of such a program to the field of Jewish education.

V. Monitoring, Evaluation and Feedback

AH is to be in touch with Adam Gamoran about next steps in preparing his proposal. It is premature to prepare a budget.

VI. Research Capability

- A. It was agreed that the proposal is now acceptable and the fee is appropriate. The cost reflects the participation of a large number of people.

It was agreed that the proposal should be accepted and work should begin. It was suggested, however, that we work further on a general CIJE policy regarding the payment of advisors and consultants.

Assignment

VFL will draft a letter of agreement with Isa Aron for review by SE, AH, and SHH. It will refer to the importance of regular information exchange and to the fact that modifications may be made in the project as work progresses.

Assignment

- B. SF reported that David Hirschhorn is interested in funding this project. SE and AH will work on a rewrite of the Aron proposal in which specific recommendations are enumerated. SF will then send the proposal to Hirschhorn with a note. This is to be followed up by a phone call from MLM and a meeting of MLM, SHH, HLZ, and Lee Shulman with Hirschhorn at the time of the GA. SE will send Hirschhorn her copy of the National Academy report now.

Assignment

Assignment

VII. Mobilizing the Community

SHH and HLZ are at work on a plan to seek additional funders and members of the CIJE board.

VIII. Camper Contacts

Interviews have been conducted and reports submitted on discussions with John Colman, David Hirschhorn, and Isadore Twersky. It was agreed that all camper contacts should be complete by the end of October.

IX. Communications

A. SF and AH have submitted an outline to SHH for preparation of an annual report.

Assignment
Assignment

B. SF and AH will submit their suggestions for invitations to the annual meeting to VFL, who will work with SE and SHH on the development of a master list.

C. SHH toured the space at the New York Federation which has been proposed for use for the annual meeting. He thinks the room will be crowded and the presence of pillars will make visibility difficult.

Assignment

It was suggested that SHH talk with Steve Solender about our using the ballrooms on the second floor and Federation moving the meeting it has scheduled for the second floor to the space currently being held for our use.

X. Plans for the GA

Our GA session will be chaired by Neil Greenbaum or Bennett Yanowitz. MLM will make introductory remarks followed by a presentation by Lee Shulman on Lead Communities as a change agent. This will be followed by a presentation on Best Practices by Barry Holtz.

Assignment

SE will consult with SF and AH on background materials which should be sent to Shulman in advance of the meeting.

XI. Update on Planner Search

The planner search is being placed on hold in the hopes that the executive director can be involved in the decision.

XII. Executive Director

Phil Bernstein is proceeding to develop a list of candidates for the executive director position.

XIII. Future Meetings

Future meetings are scheduled as follows:

Monday, October 21 - 8:00 a.m.

Monday, November 4 - 9:00 a.m.



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare status reports on training, research, and best practices.		SE	9/3/91	10/15/91	
2.	Prepare a summary of Isa Aron's proposal and, with AH, work on rewrite for David Hirschhorn.		SE	9/25/91	10/15/91	
3.	Follow up with Adam Gamoran on project budget.		SE	9/16/91	10/21/91	
4.	Prepare a Lead Communities timeline and contact JW and AR for the role of JESNA and JCCA in the implementation process. Stay in touch with Ukeles regarding this and summarize desired outcomes.		SE	8/28/91	10/21/91	
5.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Gerald Cohen b. Arthur Green c. S. Martin Lipset d. Matthew Maryles TP e. Florence Melton TP f. Melvin Merians TP		SE	8/29/91	10/31/91	
6.	Draft a plan for the role of HUC, JTS, YU, and JCCA in supporting both lead communities and best practices.		SE	9/16/91	10/31/91	
7.	Consult with SF and AH about background materials on lead communities to send to Lee Shulman in advance of November 21 GA presentation.		SE	9/25/91	10/31/91	
8.	Work with Barry Holtz on developing a best practices panel.		SE	1/23/91	ongoing	
9.	Develop outline for how to proceed with educational component of lead communities.		SE	4/11/91	ongoing	
10.	Work with SF and AH to develop concrete means of establishing lead communities.		SE	4/11/91	ongoing	



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FUNCTION CIJE STEERING COMMITTEE

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ORIGINATOR VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
11.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
12.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
13.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	TBD	

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SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Lipset about progress on analysis of CJF data.		SF	9/25/91	10/21/91	
2.	Submit suggestions for invitations to the annual meeting to VFL.		SF	10/10/91	10/21/91	
3.	Send Isa Aron proposal to David Hirschhorn with a note.		SF	10/10/91	10/21/91	
4.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	10/31/91	
5.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:		SF	8/29/91	10/31/91	
	a. Alfred Gottschalk TP					
	b. David Hirschhorn TP - done					
	c. Isadore Twersky TP - done					
6.	Suggest an advisory committee to work with best practices team.		SF	8/28/91	10/31/91	
7.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	10/31/91	
8.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
9.	Invite Rabbi Twersky to prepare an an op ed piece.		SF	10/30/90	TBD	

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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR VFL DATE 10/11/91

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1.	With SE, work on a rewrite of Isa Aron's proposal for David Hirschhorn.		AH	10/10/91	10/15/91	
2.	Submit suggestions for invitations to the annual meeting to VFL.		AH	10/10/91	10/21/91	
3.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: <ul style="list-style-type: none"> a. Charles Bronfman TP b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch TP 		AH	8/29/91	10/31/91	
4.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	TBD	

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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Follow up with Henry Koschitzky about CIJE funding and about board membership.		SHH	6/17/91	10/15/91	
2.	Work with Jon Woocher on plans for GA.		SHH	9/17/91	10/15/91	
3.	Talk with Michael Papo of Koret Foundation about CIJE funding.		SHH	6/6/91	10/21/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Goodman - with MLM TP b. Tim Hausdorff TP c. Mark Lainer d. Norman Lipoff		SHH	8/29/91	10/31/91	
5.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	10/31/91	
6.	Invite Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	10/31/91	
7.	Talk with Steve Solender about using the ballrooms on the second floor instead of space previously arranged.		SHH	10/10/91	10/31/91	
8.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	10/31/91	
9.	See that a policy is drafted on payment of advisors and consultants.		SHH	10/10/91	11/15/91	
10.	Recruit a chief professional officer.		SHH	8/7/90	12/1/91	
	<u>AS TIME PERMITS</u>					
11.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
12.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	

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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
13.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	TBD	
14.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
15.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
16.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
17.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	



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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR VFL DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a letter confirming our agreement with Ukeles.		VFL	10/10/91	10/15/91	
2.	Draft a letter of agreement with Isa Aron.		VFL	10/10/91	10/15/91	
3.	Work with SF to get Martin Lipset to submit an update report on progress with the CJF data.		VFL	7/26/91	10/21/91	
4.	Work with SE and SHH on the development of a master list for invitations to the annual meeting.		VFL	10/10/91	10/31/91	



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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	10/20/91	
2.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	10/20/91	
3.	Talk with Bill Berman about his participation in funding for CIJE and invite him to serve on the CIJE board.		MLM	5/8/91	10/20/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Max Fisher TP b. Charles Goodman - with SHH TP c. Ludwig Jesselson TP		MLM	8/29/91	10/31/91	
5.	Talk with David Hirschhorn about support for research project.		MLM	8/28/91	10/31/91	
6.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
7.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Irwin Field b. Neil Greenbaum TP c. Lester Pollack d. Bennett Yanowitz		AR	8/29/91	10/31/91	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE WOOCHEER ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a draft proposal for Crown support of best practices for review by the telecon group.		JW	10/10/91	10/21/91	
2.	With SHH, plan to meet with Susan Crown.		JW	9/28/91	10/31/91	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL

DATE 10/11/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Avraham HaCohen about who is the appropriate person to invite on CIJE board.		HLZ	7/9/91	10/15/91	
2.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	10/21/91	
3.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. John Colman - done b. Maurice Corson TP		HLZ	8/29/91	10/31/91	
4.	Oversee the process for contacting foundations regarding a set-aside for Jewish education.		HLZ	9/3/91	ongoing	
5.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: October 21, 1991

DATE MINUTES ISSUED: October 22, 1991

PRESENT: Shulamith Elster, Annette Hochstein,
Stephen H. Hoffman, Virginia F. Levi (Sec'y),
Henry L. Zucker

COPY TO: Seymour Fox, Ann G. Klein, Morton L. Mandel

I. The minutes and assignments of October 10 were reviewed.

- A. The minutes from the July seminar in Jerusalem should be ready by October 31. AH will talk with Jack Ukeles about his use of the minutes and tapes of the seminar.
- B. SHH reported that Henry Koschitzky is extremely busy, but will try to come to the January 16 meeting. We will add him to the CIJE board, although it appears now that he will be relatively inactive.
- C. Michael Papo of the Koret Foundation is interested in the work of the CIJE, especially in the evaluation and feedback component, an interest Koret has in general education. SHH will prepare a proposal for submission to Koret.

Assignment

II. Lead Communities

All members of the Steering Committee reviewed and approved the Ukeles proposal. SHH has sent a letter of agreement to JU, including reference to our expectation that his work include involvement in the initial stages of implementation.

The next step in launching Ukeles is a telecon among SE, SF, AH, SHH, and JU. SE will see JU on October 23, will work with him on arrangements for the telecon, and will ask him to prepare an agenda. It will be important to stay in close touch with him throughout the process.

Assignment

III. Best Practices

- A. A new version of the Holtz proposal with accompanying budget should be available by October 23. VFL will see that this follows the approval process, after which MLM will be asked for final approval. Assuming approval, SHH will send a letter of agreement and Holtz will be launched.

- B. A decision on the appointment of an advisory committee will be made following approval of the proposal.
- C. Jon Woocher has drafted a proposal to the Crown Foundation which SHH will share with SE.

IV. Building the Profession

- A. SE has meetings scheduled with JCCA and the training institutions for continuing discussions on in-service training. She was reminded to keep the MAF grants in mind as these discussions proceed.
- B. It was suggested that it is still premature to prepare a strategic plan for profession building until our efforts in best practice, lead communities, monitoring and evaluation, and research are launched in the next several weeks. It was noted, however, that building the profession is a major recommendation of the Commission and an area in which we should progress as soon as possible. AH agreed to prepare a paper summarizing the components of this piece and suggesting where we should begin. This will be discussed at the next telecon.
- C. It was reported that the institutions of higher learning met recently and discussed the concept of a strategic plan. We may want to talk with David Ariel about his perception of this process.

Assignment

V. Monitoring, Evaluation and Feedback

Adam Gamoran's most recent proposal and accompanying budget arrived in Jerusalem today (10/21). SF and AH will review it and decide if it is ready for circulation. If so, it will follow the same approval process as the other proposals.

Assignment

VI. Research Capability

Isa Aron has begun work. She has talked with Lee Shulman and drafted discussion guides for interviews. She has agreed to prepare monthly reports to keep CIJE apprised of her progress. SE will contact her, request that a first report be submitted by the end of October, and suggest that a telecon to include SE, SF, AH, SHH, IA, and JU be scheduled for shortly after receipt of the report. A decision regarding the scheduling of a seminar of advisors will be held until after the telecon.

Assignment

VII. Mobilizing the Community

- A. SHH and HLZ plan to be in New York on December 3 and will try to meet with Avi Chai, Revson, Scheuer, and perhaps Arnow/Weiler.

- Assignment
- B. It is hoped that MLM will have spoken with Charles Bronfman before that date about participation in establishing a set-aside for Jewish education. It was suggested that MLM also confirm with CRB his intention to fund Lead Community work on the Israel experience. HLZ will discuss this further with MLM.

VIII. Camper Contacts

Except where campers are unavailable, all contacts are to be made by October 31. VFL offered to schedule appointments for counselors.

IX. Plans for the GA

Plans for formal GA meetings are under way. A meeting of MLM, HLZ, and SHH with Lee Shulman and David Hirschhorn remains to be scheduled. VFL will work with SF on this.

X. Update on Director Search

Phil Bernstein remains in regular contact with HLZ. He has identified 12 candidates for the position, of whom he is pursuing 4 or 5. He has contacted each member of the Search Committee, is progressing, and believes that he should have a finalist for us by the end of November.

XI. Miscellaneous

Assignment

- A. SHH expects to have a draft of the CIJE annual report prepared by October 31. If not, VFL is to contact him with daily reminders.
- B. SF and AH will discuss the guest list for the January 16 annual meeting and suggest invitees to VFL. VFL and AH will coordinate the development of a single, comprehensive list which will then be reviewed with the Steering Committee.
- C. We were reminded that Art Rotman has offered to be helpful and that we should keep both him and Jon Woocher in mind for appropriate assignments. SE will suggest to Jack Ukeles that he contact AR for input on informal education in Lead Communities.

Assignment

XII. Future Meetings

Future meetings are scheduled as follows:

Thursday, October 31 - 9:00 a.m.
Tuesday, November 12 - 8:00 a.m.
Tuesday, November 26 - 9:30 a.m.

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DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with Jack Ukeles on arrangements for a telecon and ask him to prepare an agenda.		SE	10/21/91	10/23/91	
2.	Suggest to Jack Ukeles that he contact Art Rotman for input on informal education in Lead Communities.		SE	10/21/91	10/23/91	
3.	Ask Isa Aron to submit a first report by the end of October and suggest that a telecon be scheduled.		SE	10/21/91	10/25/91	
4.	Prepare a Lead Communities timeline and contact JW and AR for the role of JESNA and JCCA in the implementation process. Stay in touch with Ukeles regarding this and summarize desired outcomes.		SE	8/28/91	10/31/91	
5.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Gerald Cohen b. Arthur Green c. S. Martin Lipset d. Matthew Maryles TP e. Florence Melton TP f. Melvin Merians TP		SE	8/29/91	10/31/91	
6.	Draft a plan for the role of HUC, JTS, YU, and JCCA in supporting both lead communities and best practices.		SE	9/16/91	10/31/91	
7.	Prepare status reports on training, research, and best practices.		SE	9/3/91	bi-weekly	
8.	Work with Barry Holtz on developing a best practices panel.		SE	1/23/91	ongoing	
9.	Develop outline for how to proceed with educational component of lead communities.		SE	4/11/91	ongoing	
10.	Work with SF and AH to develop concrete means of establishing lead communities.		SE	4/11/91	ongoing	



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11.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
12.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
13.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	TBD	

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1.	Send Isa Aron proposal to David Hirschhorn with a note.		SF	10/10/91	10/24/91	
2.	Submit suggestions for invitations to the annual meeting to VFL.		SF	10/10/91	10/25/91	
3.	With AH, review Adam Gamoran's proposal and budget and decide if it is ready for circulation.		SF	10/21/91	10/25/91	
4.	Ask Lipset about progress on analysis of CJF data.		SF	9/25/91	10/31/91	
5.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	10/31/91	
6.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Alfred Gottschalk TP b. David Hirschhorn TP - done c. Isadore Twersky TP - done		SF	8/29/91	10/31/91	
7.	Suggest an advisory committee to work with best practices team.		SF	8/28/91	10/31/91	
8.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	10/31/91	
9.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
10.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR VFL DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Submit suggestions for invitations to the annual meeting to VFL.		AH	10/10/91	10/25/91	
2.	With SF, review Adam Gamoran's proposal and budget and decide if it is ready for circulation.		AH	10/21/91	10/25/91	
3.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	10/31/91	
4.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <p>a. Charles Bronfman TP</p> <p>b. Norman Lamm</p> <p>c. Esther Leah Ritz</p> <p>d. Ismar Schorsch TP</p>		AH	8/29/91	10/31/91	
5.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	TBD	

- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Prepare a proposal for submission to Koret.		SHH	10/21/91	10/31/91	
2.	Prepare a draft of the CIJE annual report.		SHH	10/21/91	10/31/91	
3.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Goodman - with MLM TP b. Tim Hausdorff TP c. Mark Lainer d. Norman Lipoff		SHH	8/29/91	10/31/91	
4.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	10/31/91	
5.	Invite Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	10/31/91	
6.	Talk with Steve Solender about using the ballrooms on the second floor instead of space previously arranged.		SHH	10/10/91	10/31/91	
7.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	10/31/91	
8.	See that a policy is drafted on payment of advisors and consultants.		SHH	10/10/91	11/15/91	
9.	Recruit a chief professional officer.		SHH	8/7/90	12/1/91	
	<u>AS TIME PERMITS</u>					
10.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
11.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	
12.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	TBD	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
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OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
13.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
14.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
15.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
16.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR VFL DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with SF to get Martin Lipset to submit an update report on progress with the CJF data.		VFL	7/26/91	10/31/91	
2.	Work with SE and SHH on the development of a master list for invitations to the annual meeting.		VFL	10/10/91	10/31/91	



- ☐ **ASSIGNMENTS**
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☐ **RAW MATERIAL**
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	10/31/91	
2.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	10/31/91	
3.	Talk with Bill Berman about his participation in funding for CIJE and invite him to serve on the CIJE board.		MLM	5/8/91	10/31/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Max Fisher TP b. Charles Goodman - with SHH TP c. Ludwig Jesselson TP		MLM	8/29/91	10/31/91	
5.	Talk with David Hirschhorn about support for research project.		MLM	8/28/91	10/31/91	
6.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
7.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <p>a. Irwin Field b. Neil Greenbaum TP c. Lester Pollack d. Bennett Yanowitz</p>		AR	8/29/91	10/31/91	

AMERICAN JEWISH
ARCHIVES

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE WOOCHEER ASSIGNMENTS

ORIGINATOR VFL DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, plan to meet with Susan Crown.		JW	9/28/91	10/31/91	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL

DATE 10/22/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with MLM, CRB's intention to fund Lead Community work on the Israel experience.		HLZ	10/21/91	10/30/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. John Colman - done b. Maurice Corson TP		HLZ	8/29/91	10/31/91	
3.	Talk with Avi Chai, Revson and Scheuer about board representation and funding.		HLZ	7/9/91	12/3/91	
4.	Follow up on a proposal for funding from Arnow/Weiler family.		HLZ	4/26/91	12/3/91	
5.	Oversee the process for contacting foundations regarding a set-aside for Jewish education.		HLZ	9/3/91	ongoing	
6.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: October 31, 1991

DATE MINUTES ISSUED: November 1, 1991

PRESENT: Shulamith Elster, Seymour Fox, Stephen H. Hoffman,
Ann G. Klein, Virginia F. Levi (Sec'y),
Henry L. Zucker

COPY TO: Annette Hochstein, Morton L. Mandel

I. The minutes and assignments of October 21 were reviewed.

- A. Lipset is now working full-time on analysis of the CJF population study and should have a preliminary report to us in approximately two weeks.
- B. SHH has drafted a funding proposal for submission to the Koret Foundation.
- C. It was agreed that our policy with respect to payment of advisors and consultants is as follows: When we schedule occasional meetings for advisory conversations with experts, we will expect professional courtesy and pay no fee. When we give an assignment to an expert to do work for us, we will expect to pay for the service.
- D. MLM has written to Max Fisher requesting that he increase his commitment of support for CIJE. It was agreed that this will probably require a follow-up phone call. HLZ will suggest to MLM that he call Bill Berman this week and plan to follow up at the GA.
- E. It was agreed that SHH should begin to draft a full CIJE budget for 1992, to include both base operations and program expenses.

Assignment

II. Upcoming Meetings

A. GA

Assignment

- 1. VFL is coordinating MLM's meeting schedule. SF will fax VFL a list of possible meetings.
- 2. We are trying to schedule a meeting of MLM, SHH, HLZ, and Lee Shulman with David Hirschhorn. Because of Hirschhorn's and Shulman's conflicting schedules, the meeting may have to take place without Professor Shulman.

Assignment

3. In advance of that meeting, SF will send the summary of Isa Aron's proposal to David Hirschhorn with a cover letter explaining what we are seeking from him. SF will consider sending Isa Aron's first interim report as well.
4. How else might we use Shulman at the GA? We may want him to meet with Michael Papo of the Koret Foundation. We may wish to schedule a meeting of Shulman and Barry Holtz with Susan Crown. We may wish to have a meeting with the CIJE board members who are present. SHH will review the schedule and suggest additional meetings.

Assignment

Assignment

5. VFL will draft a letter to CIJE board members inviting them to attend the 1:45 p.m. CIJE forum.

B. Plans for the January Board/Annual Meeting

1. Location

We have space reserved at the UJA/Federation, but are concerned that the rooms they have set aside for our use in the afternoon may not be appropriate. SHH will write to Steve Solender and ask if the Federation meeting scheduled for the ballrooms in the afternoon could be moved to the 7th floor rooms currently reserved for our use.

2. Invitation List

It was agreed that annual meeting invitees should include CIJE board members, senior policy advisors, commissioners, and the "inner group" of others who have been actively involved with and supportive of Commission and CIJE work. There is a second list of people, interested but less central to our process, whom we may or may not wish to invite. It was agreed that SE and VFL will divide potential invitees into these two groups and review the lists with SHH and HLZ, after which a recommendation will be prepared for MLM.

Whether the annual meeting begins at or after lunch depends on how large a group is invited. Assuming we go with the smaller group, it was agreed that it would be desirable to recommend inviting them to lunch.

Assignment

3. Following is a possible agenda for the day:

a. Board Meeting

10-11 a.m. - Lead Community discussion - Ukeles to report on his work and the board to make decisions.

[Careful use of camper contact should prepare board members in advance so that they are up to speed and ready to make decisions.]

11-11:30 - Holtz report on Best Practices.

11:30-12 - Aron report on the research project.

12-12:30 - Detailed explanation of the evaluation and feedback project by Gamoran.

[Search Committee report, if we are ready, to be fit somewhere into the morning.]

12:30-1:30 - Luncheon

b. Annual Meeting

1:30-2:00 - Annual report. What we have accomplished in the past year and where we are going.

[If there is a set-aside to report, it would be done during this segment.]

2:00-2:45 - Presentation of Lipset's work reviewing the CJF demographic study with respect to implications for Jewish education.

[20 minutes for presentation, 25 minutes for discussion.]

2:45-3:30 - Unveil the outline for Lead Communities.

3:30-4:00 - Good and welfare.

It was agreed that we may need more time for discussion of the annual report. This could come from the good and welfare block.

c. We should consider how to get our story to the media.

III. Plans for Next SF/AH Trip to the U.S.

SF and AH plan to arrive in the U.S. on or before January 13. In addition to work in preparation for the January 16 meeting, they will schedule meetings to follow up on the MAF grants to training institutions, and will be involved with a seminar at Harvard on the educated Jew on January 20-24.

It was suggested that a seminar of CIJE staff be scheduled for January 27-29 (to include the Steering Committee, consultants working on CIJE projects, perhaps CRB representatives, and the new executive director). We have been offered space at Harvard if we wish to meet there. The agenda would include a review of all content issues. It would be a six-month review of what has been accomplished and an opportunity to plan for the next six months. SE will draft a tentative agenda.

Assignment

IV. Status of Work on Lead Communities

SF and AH have been in close contact with Jack Ukeles. A telecon is scheduled for November 4. It appears that Ukeles is focused and engaged. The telecon will clarify our need for Ukeles' input on the Lead Community selection process and on what CIJE must learn and do in order to be ready to launch Lead Communities six months from now.

V. Best Practices

A. The Holtz proposal has been circulated to the Steering Committee. It was noted that the current proposal is appropriate to take us through the first year of Lead Communities. Once we have approval from everyone on the Steering Committee, the proposal will be submitted to MLM.

B. SF will recommend an advisory team when we know which area of Best Practices will be Holtz's first focus.

VI. Monitoring, Evaluation and Feedback

The Gamoran proposal has been distributed to the Steering Committee for review. SF and AH are recommending its approval.

It was noted that the proposed budget is in line with discussions held at the Jerusalem seminar last July. It should, however, be reviewed carefully. It may need to be revised in light of the revised Lead Community timetable. It was suggested that any decisions on this wait until after the upcoming telecon with Jack Ukeles, at which time we may have a better sense of the Lead Community timetable.

VII. Building the Profession/Training

Assignment

- A. SE has had a series of meetings with educators and will submit a report summarizing these discussions.
- B. It was agreed that the strategic plan should be a topic for discussion at the next telecon.
- C. There was nothing new to report on the development of the national portable benefits concept.

VIII. Research Capability

Isa Aron's proposal has been approved and she has begun work. A telecon is scheduled with her for November 5.

IX. Future Meetings

Future meetings are scheduled as follows:

Tuesday, November 12 - 8:00 a.m.
Tuesday, November 26 - 9:30 a.m.



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☐ **RAW MATERIAL**
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SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/1/91

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1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Gerald Cohen - done b. Arthur Green - done c. S. Martin Lipset d. Matthew Maryles TP - done e. Florence Melton TP f. Melvin Merians TP		SE	8/29/91	11/8/91	
2.	Draft a tentative agenda for a seminar of CIJE staff in January to be a six-month review of what has been accomplished and plans for the next six months.		SE	10/31/91	11/12/91	
3.	Submit a report summarizing discussions with educators.		SE	10/31/91	11/12/91	
4.	Draft a discussion piece for the role of movements, denominations and training institutions in Lead Communities.		SE	9/16/91	12/2/91	
5.	Prepare status reports on training, research, and Best Practices.		SE	9/3/91	monthly	
6.	Work with Barry Holtz on developing a Best Practices panel.		SE	1/23/91	ongoing	
7.	Develop outline for how to proceed with educational component of Lead Communities.		SE	4/11/91	ongoing	
8.	Work with SF and AH to develop concrete means of establishing Lead Communities.		SE	4/11/91	ongoing	
9.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
10.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
11.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	TBD	

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ORIGINATOR

VFL

DATE 11/1/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send Isa Aron proposal to David Hirschhorn with a note.		SF	10/10/91	11/4/91	
2.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	11/4/91	
3.	Fax VFL a list of possible meetings at the GA.		SF	10/31/91	11/6/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Alfred Gottschalk TP b. David Hirschhorn TP - done c. Isadore Twersky TP - done		SF	8/29/91	11/8/91	
5.	Suggest an advisory committee to work with Best Practices team.		SF	8/28/91	11/15/91	
6.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	1/92	
7.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
8.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	

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1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Bronfman TP b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch TP		AH	8/29/91	11/8/91	
2.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	12/1/91	
3.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	TBD	

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	<u>IMMEDIATE ACTION</u>					
1.	Prepare a proposal for submission to Koret.		SHH	10/21/91	11/5/91	
2.	Talk with Steve Solender about using the ballrooms on the second floor instead of space previously arranged.		SHH	10/10/91	11/6/91	
3.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Goodman - with MLM TP b. Tim Hausdorff TP c. Mark Lainer d. Norman Lipoff		SHH	8/29/91	11/8/91	
4.	Review the schedule of meetings for Lee Shulman and suggest additional meetings.		SHH	10/31/91	11/8/91	
5.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	11/15/91	
6.	Prepare a draft of the CIJE annual report.		SHH	10/21/91	12/1/91	
7.	Recruit a chief professional officer.		SHH	8/7/90	12/1/91	
8.	Invite Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	12/1/91	
9.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	12/3/91	
10.	Draft a full CIJE budget for 1992, to include base operations and program expenses.		SHH	10/31/91	12/15/91	
	<u>AS TIME PERMITS</u>					
11.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
12.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of lead communities.		SHH	4/11/91	TBD	

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13.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	TBD	
14.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
15.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
16.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
17.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	

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1.	Draft a letter to CIJE board members inviting them to the CIJE forum at the GA.		VFL	10/31/91	11/8/91	
2.	Work with SE and SHH on the development of a master list for invitations to the annual meeting.		VFL	10/10/91	11/15/91	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	11/8/91	
2.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	11/8/91	
3.	Talk with Bill Berman about his participation in funding for CIJE and invite him to serve on the CIJE board.		MLM	5/8/91	11/8/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Max Fisher TP b. Charles Goodman - with SHH TP c. Ludwig Jesselson TP		MLM	8/29/91	11/8/91	
5.	Talk with David Hirschhorn about support for research project.		MLM	8/28/91	11/30/91	
6.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
7.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	

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SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR VFL DATE 11/1/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Irwin Field b. Neil Greenbaum TP c. Lester Pollack d. Bennett Yanowitz 		AR	8/29/91	11/8/91	





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

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ORIGINATOR VFL DATE 11/1/91



PREMIER INDUSTRIAL CORPORATION

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OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/1/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. John Colman - done b. Maurice Corson TP		HLZ	8/29/91	11/15/91	
2.	Talk with Avi Chai, Revson and Scheuer about board representation and funding.		HLZ	7/9/91	12/3/91	
3.	Oversee the process for contacting foundations regarding a set-aside for Jewish education.		HLZ	9/3/91	ongoing	
4.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: November 12, 1991

DATE MINUTES ISSUED: November 14, 1991

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen H. Hoffman, Ann G. Klein, Virginia F. Levi
(Sec'y)

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

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

Several camper assignments and reassignments were made as follows: SE will take Bill Berman, Tim Hausdorff, Mark Lainer, and Norman Lipoff. AH will take Ludwig Jesselson, but MLM should still talk with him about the set-aside and should encourage him to talk with AH. SHH will take Chuck Ratner and HLZ will take Charles Goodman and Max Fisher.

II. Upcoming Meetings

A. Plans for the GA

1. VFL has done a draft outline of our session on "Creating Change in Jewish Education" which she is to send to members of the team for review and comment. SE will check with Jon Woocher about how the session is described in the program book. She will also submit a first draft of MLM's remarks to HLZ for fine-tuning.
2. VFL will look into arranging for the session to be taped.
3. A meeting has been scheduled for MLM and HLZ with David Hirschhorn. SF will send material to Mr. Hirschhorn later this week and will send a copy to VFL for distribution. SF will also prepare a brief outline for the meeting. It was noted that we may wish to re-invite Hirschhorn to chair the Research Committee, a position he may be more willing to accept in light of Charles Bronfman's position with Lead Communities.
4. SE will check with Jon Woocher about foundation people who may be at the GA with whom a meeting with Shulman might be arranged.

Assignment

Assignment

B. Board and Annual Meeting

1. The tentative agenda was reviewed. It was suggested that the major focus of the morning session be Lead Communities, with presentations by Barry Holtz and Adam Gamoran as supplementary. A brief written report on the research project may be all that is called for at this time.

A presentation on Lead Communities might have the following three components:

- a. Proposal of a process for recruitment and selection-- a decision will be required.
 - b. Substance and procedure issues.
 - c. An opportunity for board members to raise questions (with an understanding that many may try to advocate for their communities).
2. It may be premature to have a report of the Search Committee.
 3. It was suggested that the annual report, scheduled for the afternoon session, will be an opportunity to highlight major accomplishments and should be a "rich" segment of the day.
 4. It was suggested that, if Lipset is ready with his report, it could be an effective draw and a centerpiece for the afternoon. SF will call Lipset to ask when his report will be ready. It was agreed that we will have to see the report before a decision is made on whether this presentation is appropriate.
 5. If Charles Bronfman agrees to chair the Lead Communities project, it may be appropriate for him to present the outline of the plan at the annual meeting.

C. January Staff Meeting

1. SE has spoken with SF and AH and continues to work on a draft agenda.
2. It has been suggested that the meeting be held at Harvard. The space being used for Mandel Institute work is available for our use, we would have access to Israel Scheffler, and we would be away from the distractions of Cleveland. Serious consideration will be given to this suggestion.
3. The primary focus of the three-day session will be Lead Communities. Following the January 16 board meeting, we will want to move the Lead Community process forward as quickly as possible. This may be a time to undertake a real simulation of the Lead Community process.

III. Status of Work on Lead Communities

It was noted that Jack Ukeles is making progress working on concrete issues. Jim Meier, his associate, is up to speed and hard at work. Ukeles is in touch with Art Rotman and Jon Woocher. He is doing what we had hoped he would, putting together the criteria for the selection of Lead Communities, and actively involved in designing the process. SF and AH are working closely with him to coordinate content issues.

IV. Best Practices

Assignment The Barry Holtz proposal has been approved. SHH will draft a letter of
Assignment agreement to Holtz. SE, SF, and AH should schedule a teleconference
with Holtz and get him launched.

V. Monitoring, Evaluation and Feedback

Assignment It was noted that the questions which have been raised about the
Gamoran proposal are ones of emphasis. These are issues that will be
worked out as the project proceeds. We are ready to approve the
proposal. SHH will send a letter of agreement to Gamoran.

VI. Research Capability

Isa Aron is progressing. She has begun to hold focus groups, is interviewing board members, and is on schedule.

VII. Future Meetings

Future meetings are scheduled as follows:

Wednesday, November 27 - 9:00 a.m.

Wednesday, December 11 - 9:00 a.m.



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/14/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Check with Jon Woocher about foundation people at the GA with whom a meeting with Lee Shulman might be arranged.		SE	11/12/91	11/15/91	
2.	Draft a tentative agenda for a seminar of CIJE staff in January to be a six-month review of what has been accomplished and plans for the next six months.		SE	10/31/91	11/27/91	
3.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Bill Berman b. Gerald Cohen - done c. Arthur Green - done d. Tim Hausdorff e. Mark Lainer f. Norman Lipoff g. S. Martin Lipset - done h. Matthew Maryles TP - done i. Florence Melton TP j. Melvin Merians TP 		SE	8/29/91	11/29/91	
4.	Draft a discussion piece for the role of movements, denominations and training institutions in Lead Communities.		SE	9/16/91	12/2/91	
5.	Prepare status reports on training, research, and Best Practices.		SE	9/3/91	monthly	
6.	Work with Barry Holtz on developing a Best Practices panel.		SE	1/23/91	ongoing	
7.	Develop outline for how to proceed with educational component of Lead Communities.		SE	4/11/91	ongoing	
8.	Work with SF and AH to develop concrete means of establishing Lead Communities.		SE	4/11/91	ongoing	
9.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	

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ORIGINATOR VFL DATE 11/14/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
10.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
11.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/14/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare brief outline for meeting with MLM, HLZ, and David Hirschhorn at the GA.		SF	11/12/91	11/15/91	
2.	Send Isa Aron proposal to David Hirschhorn with a note.		SF	10/10/91	11/15/91	
3.	Send draft of minutes of the Jerusalem meetings to SHH and SE.		SF	7/26/91	11/27/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Alfred Gottschalk TP b. David Hirschhorn TP - done c. Isadore Twersky TP - done		SF	8/29/91	11/29/91	
5.	Suggest an advisory committee to work with Best Practices team.		SF	8/28/91	12/15/91	
6.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	1/92	
7.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
8.	Invite Rabbi Twersky to prepare an an op ed piece.		SF	10/30/90	TBD	

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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/14/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE and SF, schedule a teleconference with Holtz and get him launched.		AH	11/12/91	11/20/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Bronfman TP b. Ludwig Jesselson c. Norman Lamm d. Esther Leah Ritz e. Ismar Schorsch TP		AH	8/29/91	11/29/91	
3.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	12/1/91	
4.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	TBD	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Prepare a proposal for submission to Koret.		SHH	10/21/91	11/15/91	
2.	Talk with Steve Solender about using the ballrooms on the second floor instead of space previously arranged.		SHH	10/10/91	11/15/91	
3.	Review the schedule of meetings for Lee Shulman and suggest additional meetings.		SHH	10/31/91	11/15/91	
4.	Draft a letter of agreement to Barry Holtz.		SHH	11/12/91	11/15/91	
5.	Draft a letter of agreement to Adam Gamoran.		SHH	11/12/91	11/20/91	
6.	Contact the following board member as follow up to the August 29 meeting and send brief report to VFL:		SHH	8/29/91	11/29/91	
	a. Chuck Ratner					
7.	Prepare a draft of the CIJE annual report.		SHH	10/21/91	12/1/91	
8.	Recruit a chief professional officer.		SHH	8/7/90	12/1/91	
9.	Explore advisability of inviting Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	12/1/91	
10.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	12/3/91	
11.	Draft a full CIJE budget for 1992, to include base operations and program expenses.		SHH	10/31/91	12/15/91	
	<u>AS TIME PERMITS</u>					
12.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	TBD	
13.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
14.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of Lead Communities.		SHH	4/11/91	TBD	



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15.	With SE, invite Richard Scheuer to serve on the CIJE board.		SHH	6/6/91	TBD	
16.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
17.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
18.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
19.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/14/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a letter to CIJE board members inviting them to the CIJE forum at the GA.		VFL	10/31/91	11/15/91	
2.	Work with SE and SHH on the development of a master list for invitations to the annual meeting.		VFL	10/10/91	11/15/91	



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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/14/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow up with Bill Berman about his participation in funding for CIJE.		MLM	5/8/91	11/21/91	
2.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	11/25/91	
3.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	11/25/91	
4.	Talk with David Hirschhorn about support for research project.		MLM	8/28/91	11/30/91	
5.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
6.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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ORIGINATOR VFL

DATE 11/14/91

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1.	<p>Contact the following board members as follow up to the August 29 meeting and send brief report to VFL:</p> <p>a. Irwin Field b. Neil Greenbaum TP c. Lester Pollack d. Bennett Yanowitz</p>		AR	8/29/91	11/29/91	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, plan to meet with Susan Crown.		JW	9/28/91	TBD	

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DATE 11/14/91

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1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. John Colman - done b. Maurice Corson TP c. Charles Goodman d. Max Fisher		HLZ	8/29/91	11/29/91	
2.	Talk with Avi Chai, Revson and Scheuer about board representation and funding.		HLZ	7/9/91	12/3/91	
3.	Oversee the process for contacting foundations regarding a set-aside for Jewish education.		HLZ	9/3/91	ongoing	
4.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: November 27, 1991

DATE MINUTES ISSUED: December 5, 1991

PRESENT: Shulamith Elster, Annette Hochstein, Stephen H. Hoffman,
Virginia F. Levi (Sec'y)

COPY TO: Seymour Fox, Ann G. Klein, Morton L. Mandel,
Henry L. Zucker

I. The minutes and assignments of November 12 were reviewed.

II. Meetings

A. Reactions to the GA

1. SHH and HLZ met with David Hirschhorn. They had a good discussion, but Hirschhorn sees the Aron project as too grand and academic and not focused enough on specifics. It was agreed that we should continue to pursue funding of the project with him and it was suggested that the next step is for SF to talk with him.

2. Search Committee

The Search Committee met and authorized MLM to contact the three top candidates and encourage their interest.

3. HLZ met with John Colman to discuss the concept of a national portable benefits program and agreed that it will be premature to do anything more on January 16 than to report that it is an idea under consideration.

4. Reactions to the CIJE forum were positive.

B. Board and Annual Meeting

1. Agenda

The matter of balance was discussed. There will be a lot of concrete information to present on Lead Communities. If we focus solely on Lead Communities, will board members feel that it is a repetition of the last meeting? Perhaps in order to provide a sense of momentum we should present Isa Aron's and Adam Gamoran's work. It will be important that board members are in focus on Lead Communities and that they leave with a clear understanding of what they are and where we are headed with them.

AH will consider how we might best present the Gamoran piece--whether it is best presented by Gamoran or by Jack Ukeles. This will be discussed further at the next telecon.

Assignment

Lipset's preliminary paper has been distributed and favorably received. The next version is expected momentarily. SE will call Lipset to arrange a telecon for SF and to ask him to define the sample on which his report is based.

It was agreed that the paper is of good quality and should be presented at the annual meeting. A question was raised about whether Lipset should be the presenter in light of his somewhat pedantic style. This will be discussed further at the next telecon.

2. What will we mail and when? It was suggested that the material to be mailed in advance of the meeting is being prepared by Jack Ukeles. Will this be accompanied by a progress report? The annual report will be ready for distribution at the meeting, but will not be mailed in advance. It was suggested that the Lipset material also not be sent in advance.

SHH and SE will talk with Jack Ukeles about being ready to mail by early January. It was agreed that the cover letter to accompany materials should be ready by December 20. Following a mailing of materials, it will be critical that camper contacts be made.

3. Guest List

In addition to the list circulated in advance of the telecon, it was suggested that the new head of the New York Board of Jewish Education be invited and that representatives of the Whizin and Gruss Foundations be invited.

4. A preplan meeting is scheduled for January 15, noon to 5 p.m. We will discuss whether to schedule a debrief meeting at the conclusion of the meetings on the 16th or whether that might be incorporated into the staff meetings the following week.

C. Plans for Staff Meeting - January 27-29

The location of the staff meeting at Harvard and the dates, January 27-29, were confirmed. The list of participants will be developed at the next telecon.

The primary topic for discussion will be Lead Communities: content and process; economics, staffing and gearing up; developing a means for servicing Lead Communities by the CIJE; selection of communities; etc.

D. Senior Policy Advisors

It was suggested that a meeting of senior policy advisors should be held in advance of the January 16 meeting to review Lead Community materials and provide an opportunity for discussion. We will try to schedule a meeting for Tuesday, January 7 at the CJF offices, 10:00 a.m. to 3:30 p.m. We will consider including Adam Gamoran and Isa Aron by telephone. SE will prepare an agenda.

Assignment

Assignment

SE will call Barry Chazan in Montreal and invite him to be a senior policy advisor.

III. Best Practices Update

An appointment letter has been sent to Barry Holtz. SE will arrange a teleconference for Holtz with SE, SF and AH to launch the project. The first meeting of a panel on supplementary schools is scheduled for December 10.

IV. Monitoring, Evaluation and Feedback

SHH has engaged Gamoran but has not signed off on the overall budget. In order for Gamoran to be able to get started, VFL will call and advise him how to submit expenses.

SHH has prepared a CIJE budget covering the period 1/91-6/92. He will submit it to MLM for consideration.

V. Future Meetings

The next meeting has been scheduled for Wednesday, December 11, 9 a.m.

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ORIGINATOR

VFL

DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange a telecon for SF with Lipset and ask him to define the sample on which his report is based.		SE	11/27/91	12/6/91	
2.	Call Barry Chazan in Montreal and invite him to be a senior policy advisor.		SE	11/27/91	12/6/91	
3.	Prepare an agenda for a senior policy advisors meeting on January 7.		SE	11/27/91	12/11/91	
4.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Bill Berman b. Gerald Cohen - done c. Arthur Green - done d. Tim Hausdorff e. Mark Lainer f. Norman Lipoff - done g. S. Martin Lipset - done h. Matthew Maryles TP - done i. Florence Melton TP - done j. Melvin Merians TP		SE	8/29/91	12/11/91	
5.	Draft a discussion piece for the role of movements, denominations and training institutions in Lead Communities.		SE	9/16/91	12/12/91	
6.	Prepare status reports on training, research, and Best Practices.		SE	9/3/91	monthly	
7.	Work with Barry Holtz on developing a Best Practices panel.		SE	1/23/91	ongoing	
8.	Develop outline for how to proceed with educational component of Lead Communities.		SE	4/11/91	ongoing	
9.	Work with SF and AH to develop concrete means of establishing Lead Communities.		SE	4/11/91	ongoing	
10.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	



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11.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
12.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	TBD	

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1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Alfred Gottschalk TP b. David Hirschhorn TP - done c. Isadore Twersky TP - done		SF	8/29/91	12/11/91	
2.	Suggest an advisory committee to work with Best Practices team.		SF	8/28/91	12/15/91	
3.	Talk with David Hirschhorn about support for research project.		SF	11/27/91	1/16/92	
4.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	1/92	
5.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
6.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	

- ☐ ASSIGNMENTS
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☐ RAW MATERIAL
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR VFL DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE and SF, schedule a teleconference with Holtz and get him launched.		AH	11/12/91	12/5/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Bronfman TP b. Ludwig Jesselson c. Norman Lamm d. Esther Leah Ritz e. Ismar Schorsch TP		AH	8/29/91	12/11/91	
3.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	1/5/91	
4.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Talk with Eli Evans about CIJE funding.		SHH	6/6/91	12/3/91	
2.	Contact the following board member as follow up to the August 29 meeting and send brief report to VFL: a. Chuck Ratner		SHH	8/29/91	12/11/91	
3.	Prepare a draft of the CIJE annual report.		SHH	10/21/91	12/11/91	
4.	Explore advisability of inviting Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	12/11/91	
5.	Draft a full CIJE budget for 1992, to include base operations and program expenses.		SHH	10/31/91	12/15/91	
6.	Recruit a chief professional officer.		SHH	8/7/90	1/1/92	
	<u>AS TIME PERMITS</u>					
7.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	TBD	
8.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
9.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of Lead Communities.		SHH	4/11/91	TBD	
10.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
11.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
12.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
13.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR VFL

DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow up with Bill Berman about his participation in funding for CIJE.		MLM	5/8/91	12/15/91	
2.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	12/15/91	
3.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	12/15/91	
4.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
5.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Irwin Field b. Neil Greenbaum TP c. Lester Pollack d. Bennett Yanowitz		AH	8/29/91	12/11/91	



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SUBJECT/OBJECTIVE WOOCHEER ASSIGNMENTS

ORIGINATOR VFL

DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, plan to meet with Susan Crown.		JW	9/28/91	TBD	



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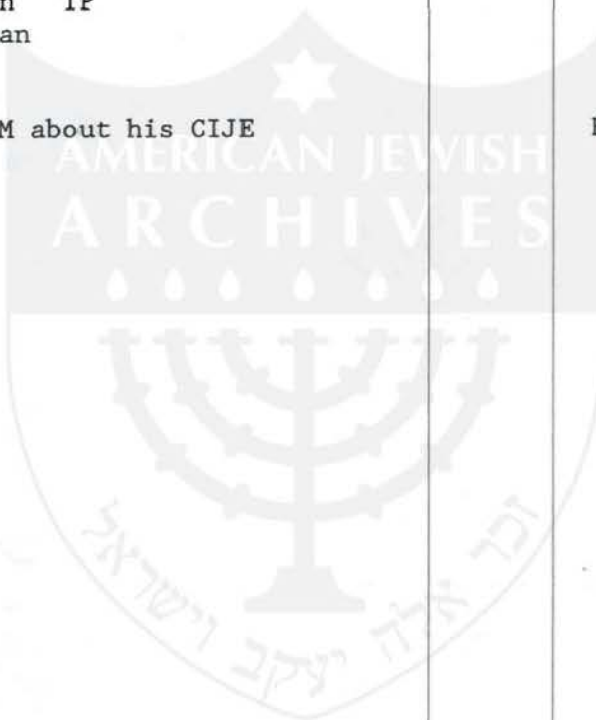
SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE 12/5/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. John Colman - done b. Maurice Corson TP c. Charles Goodman d. Max Fisher		HLZ	8/29/91	12/11/91	
2.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	



Assignment

SE will prepare the agenda. During the first hour of the meeting we will present a summary of the annual report SHH is preparing and a review of the projects which are under way. We may distribute an executive summary of the Lipset paper and provide a brief preview. The remainder of the meeting will be devoted to a presentation by Jack Ukeles on the Lead Communities and a critique of the selection process and content areas by senior policy advisors.

Assignment

SE will ask Lipset to prepare the executive summary. She will ask Ukeles and Holtz to be present. We will not invite Adam Gamoran or Isa Aron. She will ask Aron, Gamoran and Holtz to prepare written status reports on their projects.

B. Board and Annual Meetings - January 16, 1992

1. The draft agenda which has been circulated is acceptable, in principle. We will need to review and revise it to give sufficient time for discussion of the Lipset report without shortchanging the Lead Community presentation.
2. Report on Lipset's Work
 - a. We will distribute the executive summary of Lipset's work at the meeting.
 - b. A slide presentation will be prepared to highlight that summary.
 - c. We will explore the possibility of having AH or SE give the slide presentation.
 - d. Lipset will be available to answer questions.

Assignment

This is the current formulation. SF will discuss it with MLM. If he agrees, SF will propose this to Lipset. In that same conversation, SF will explore with Lipset whether we can make the full report available to anyone who requests it.

AH reported on a telecon with Lipset in which she learned that he used a sample which included 2.5 million non-Jewish households. The next version of the report will present only the core Jewish population, thereby paralleling studies which have been done in the past.

3. CIJE Annual Report

SHH indicated that his report will parallel the article prepared by SF and AH for Alvin Schiff. It will begin by noting the tremendous challenge currently being faced by Jewish education. It will note our working philosophy that the struggle must be fought out at the community level, that

continental work must be done in the context of the local community, and that a primary goal is to strengthen personnel at the local level. This is the justification for our emphasis on the Lead Community approach.

The report will describe the relationship of CIJE to the continental agencies and institutions. It will note that CIJE is not a new bureaucracy but a planning capability available to our partners. The report will conclude with a description of CIJE's accomplishments in its first year.

4. Afternoon Board Meeting

The primary focus of the meeting will be Lead Communities. As a backdrop we should briefly mention the three projects currently under way. Board members have heard briefly about the Gamoran project, but have seen no documentation. It was suggested that we consider sending the current Gamoran document (minus the budget) in advance of the meeting and have a brief presentation. Isa Aron is unavailable to attend the meeting. We may wish to have Holtz and Gamoran present to answer questions.

5. At the conclusion of the meeting, we will hold a debrief session, as we have in the past.

C. Staff Meeting - January 27-29, 1992

1. It was agreed that the meeting will take place in Cleveland.
2. Participants will include SE, SF, AH, SHH, AGK, VFL, HLZ, Art Rotman, Jon Woocher, Barry Chazan, Adam Gamoran, Barry Holtz, Jack Ukeles.
3. AH is preparing an agenda and the background materials for the meeting.

D. Relationship with CRB Foundation

Several conversations have taken place since the December 3 meeting with the CRB Foundation. Our staff is making an effort to meet with CRB staff to keep communication lines open. Eventually a conversation between MLM and CRB will be necessary to clarify issues.

IV. Future Meetings

The next telecon has been scheduled for Friday, January 3, 7:30 a.m. eastern time.



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ORIGINATOR

VFL

DATE 12/16/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare an agenda for a senior policy advisors meeting on January 7.		SE	11/27/91	12/20/91	
2.	Ask Lipset to prepare the executive summary for the senior policy advisors meeting. Ask Ukeles and Holtz to be present. Ask Aron, Gamoran and Holtz to prepare written status reports on their projects.		SE	12/11/91	12/20/91	
3.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Bill Berman b. Gerald Cohen - done c. Irwin Field d. Arthur Green - done e. Neil Greenbaum f. Tim Hausdorff - done g. Mark Lainer h. Norman Lipoff - done i. S. Martin Lipset - done j. Matthew Maryles TP - done k. Florence Melton TP - done l. Melvin Merians TP - done m. Lester Pollack n. Bennett Yanowitz		SE	8/29/91	12/20/91	
4.	Draft a discussion piece for the role of movements, denominations and training institutions in Lead Communities.		SE	9/16/91	12/20/91	
5.	Prepare status reports on training, research, and Best Practices.		SE	9/3/91	monthly	
6.	Work with Barry Holtz on developing a Best Practices panel.		SE	1/23/91	ongoing	
7.	Develop outline for how to proceed with educational component of Lead Communities.		SE	4/11/91	ongoing	
8.	Work with SF and AH to develop concrete means of establishing Lead Communities.		SE	4/11/91	ongoing	



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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
9.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
10.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
11.	With AH, clarify what we need from a planner in the area of training and consider contacting Roy Feldman of Boston as a possible consultant.		SE	9/3/91	TBD	



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VFL

DATE 12/16/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Suggest an advisory committee to work with Best Practices team.		SF	8/28/91	12/16/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Alfred Gottschalk TP b. David Hirschhorn TP - done c. Isadore Twersky TP - done		SF	8/29/91	12/20/91	
3.	Discuss method of presentation of Lipset's report with MLM, then propose to Lipset.		SF	12/11/91	12/27/91	
4.	Talk with David Hirschhorn about support for research project.		SF	11/27/91	1/16/92	
5.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	1/92	
6.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	
7.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	TBD	

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ORIGINATOR/PROJECT LEADER VFL DATE 12/16/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Barry Chazan in Montreal and invite him to be a senior policy advisor.		AH	11/27/91	12/12/91	
2.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. Charles Bronfman TP b. Ludwig Jesselson TP c. Norman Lamm d. Esther Leah Ritz e. Ismar Schorsch TP		AH	8/29/91	12/20/91	
3.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	1/5/91	
4.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider contacting Roy Feldman of Boston as a possible consultant.		AH	9/3/91	TBD	

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	<u>IMMEDIATE ACTION</u>					
1.	Prepare a draft of the CIJE annual report.		SHH	10/21/91	12/16/91	
2.	Draft a full CIJE budget for 1992, to include base operations and program expenses.		SHH	10/31/91	12/16/91	
3.	Contact the following board member as follow up to the August 29 meeting and send brief report to VFL:		SHH	8/29/91	12/20/91	
	a. Chuck Ratner					
4.	Recruit a chief professional officer.		SHH	8/7/90	1/1/92	
5.	Follow up with Eli Evans about CIJE funding.		SHH	6/6/91	1/15/92	
	<u>AS TIME PERMITS</u>					
6.	Explore advisability of inviting Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	Hold	
7.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	TBD	
8.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	
9.	Meet with Abramson, Gurvis, Rotman, Shrage, Syme and Woocher to determine how to proceed on community organization side of Lead Communities.		SHH	4/11/91	TBD	
10.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
11.	Explore informally with Jerry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	TBD	
12.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
13.	Work with staff at CJF to set up an office.		SHH	11/28/90	TBD	

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1.	Follow up with Bill Berman about his participation in funding for CIJE.		MLM	5/8/91	12/16/91	
2.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	12/16/91	
3.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	12/16/91	
4.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	
5.	Consider means of upgrading financial capability of foundation staff.		MLM	1/23/91	TBD	



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ORIGINATOR/PROJECT LEADER	VFL	DATE	12/16/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, plan to meet with Susan Crown.		JW	9/28/91	TBD	



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ORIGINATOR/PROJECT LEADER VFL DATE 12/16/91

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members as follow up to the August 29 meeting and send brief report to VFL: a. John Colman - done b. Maurice Corson TP - done c. Max Fisher TP d. Chalres Goodman TP		HLZ	8/29/91	12/20/91	
2.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	