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Steering committee. Minutes and assignments,
March 1992-July 1992.

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MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: March 8, 1992

DATE MINUTES ISSUED: March 10, 1992

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

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

I. The accumulated assignments from the January 13 telecon and February 4 meeting were reviewed.

Assignment
Assignment

A. It was reported that Adam Gamoran had sent a revised proposal and budget to AH, reflecting the plan to limit ourselves to three lead communities. AH will distribute the revised proposal to the Steering Committee. She and SF are preparing a proposal for submission to David Hirschhorn, asking that he support the full cost of research and evaluation.

Assignment

B. It was reported that the CRB Foundation is committed to participating in lead communities. SE will prepare a draft statement clarifying the CRB role and will work with AH to develop it. The first draft will be completed by March 13. The importance of coordinating our interaction with CRB staff was emphasized.

Assignment

C. AH reported that she had met with Eli Evans who expressed a serious interest in participating in lead communities. AH will follow up with Evans, clarifying our expectations of the Revson Foundation as a participant in the Lead Communities Project.

II. Lead Community Application Review Process and Work Plan

A. Response to Satellite Telecon

A concern about the lack of clarity in the telecon regarding funding of lead communities led to the suggestion that a memo be prepared to clarify the magnitude of financial commitment a community might expect to incur. It was also suggested that CIJE consider making a commitment to support planning grants and first-year funding for lead communities. It was noted that the numbers now on the table regarding the potential commitment of CIJE and the communities are unclear. It was also suggested that CIJE will have its hands full funding core operations.

Assignment
Assignment

It was concluded that no information will be sent to potential applicant communities on this subject prior to the application deadline. AH will discuss the figures with JU for clarification, after which SHH will discuss the approach with MLM.

Assignment

- B. It was reported that twelve communities have expressed intent to apply and an additional eight seem likely to apply to become lead communities. A concern was raised over the possibility that the CRB Foundation may actively encourage the selection of Ottawa, a community well below the 15,000 Jewish population minimum. It was suggested that we clarify the CRB role in the decisionmaking process. It was concluded that this role could best be resolved by appointing a CRB representative to serve on a review panel. Peter Geffen will be asked to do so. We will also consider asking MLM to discuss this with Charles Bronfman.

C. Review Process

1. The use of one review panel versus three was discussed. It was concluded that there will be three panels which will meet via telecon. People in communities which apply will not be assigned to review panels during the preliminary review process. If their communities do not become finalists, they may be added to panels for the second stage of the process.
2. It was agreed that every preliminary proposal will be read by two panels, which will rank applicants from best to worst. We expect to complete the preliminary process with 8-10 finalists. Site visits will be conducted in mid-July either by the panels which conducted the preliminary review or by newly constituted panels. Recommendations for selection will be made to the Board Lead Communities Committee, which will be asked to select three communities and three alternates.

Assignment

A question was raised about how the review process will be staffed. SHH will consider this matter and make recommendations by March 13.

III. Meeting Date for CIJE Board

- A. It was noted that Tuesday, August 25 and Thursday, August 27 were being checked for a CIJE board meeting.
- B. It was suggested that seven months may be too long to go between board meetings. Four alternatives were proposed.
1. We could move into a more active mode with camper contacts. This provides for board member input, but there is no opportunity for interaction. Concern was raised that without a face-to-face meeting, we may lose interest at a time when it is critical to keep it up.
 2. We may wish to consider holding regional meetings. These could serve as updates and provide an opportunity for interaction.
 3. We could establish additional board committees which could meet between meetings to keep people engaged.

4. We could schedule a meeting of the full board for late May or early June. The agenda could include a report on the preliminary review process of lead communities, a discussion of best practices and the Gamoran proposal (which has never been discussed by the board). Alternatively, one or more issues in Jewish education could be presented and discussed. For example, the meeting might focus on campus issues with Richard Joel providing an outline of his vision and the movements describing their activities on campuses.

We were cautioned to be careful about getting involved in an area where we have no real expertise and reminded that, to date, meetings have focused on issues around which serious preparations have taken place.

Assignment

No conclusions were reached. SE will prepare an outline of the options, including a possible agenda for a board meeting.





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a draft statement clarifying the CRB role in lead communities and work with AH to develop it.		SE	3/8/92	3/13/92	
2.	Outline agenda options for a possible spring board meeting.		SE	3/8/92	3/13/92	
3.	With JM/JU, develop a first draft description of possible programs for implementation in lead communities and a cost range for each.		SE	2/4/92	3/16/92	
4.	Develop and circulate a list of proposed panelists for assignment to lead community review teams.		SE	2/4/92	3/20/92	
5.	Develop an outline for a preliminary plan to prepare seminars, continental agencies, and people at general universities to gear up to support lead communities.		SE	2/4/92	3/20/92	
6.	Discuss with SF and AH, the key elements for a paper on personnel in lead communities.		SE	2/4/92	3/20/92	
7.	Contact the following board members as follow up to the January 16 meeting and send brief report to VFL: a. Bill Berman b. Gerald Cohen c. Irwin Field d. Arthur Green e. Neil Greenbaum f. Tim Hausdorff g. Henry Koschitzky h. Mark Lainer i. Norman Lipoff j. S. Martin Lipset k. Matthew Maryles l. Florence Melton m. Melvin Merians n. Lester Pollack o. Richard Scheuer p. Bennett Yanowitz		SE	8/29/91	4/15/92	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
8.	Prepare status reports on training, research, and Best Practices.		SE	9/3/91	monthly	
9.	Work with Barry Holtz on developing a Best Practices panel.		SE	1/23/91	ongoing	
10.	Work with SF and AH to develop concrete means of establishing Lead Communities.		SE	4/11/91	ongoing	
11.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	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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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With AH, prepare a brief paper outlining the content of lead communities.		SF	2/4/92	3/16/92	
2.	With AH, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of research and evaluation.		SF	3/8/92	3/31/92	
3.	Explore with Florence Melton the possibility of funding a mini-school in each Lead Community and general support for CIJE.		SF	8/28/91	3/92	
4.	Invite Rabbi Twersky to prepare an op ed piece.		SF	10/30/90	3/92	
5.	Contact the following board members as follow up to the January 16 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. Isadore Twersky		SF	8/29/91	4/15/92	
6.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Distribute the revised proposal from Adam Gamoran to the Steering Committee.		AH	3/8/92	3/10/92	
2.	Discuss funding commitment figures with Jack Ukeles for clarification.		AH	3/8/92	3/13/92	
3.	With SF, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of research and evaluation.		AH	3/8/92	3/31/92	
4.	With SF, outline a brief paper on the content of lead communities.		AH	2/4/92	3/20/92	
5.	Follow up with Eli Evans about Revson participation in the Lead Communities Project.		AH	3/8/92	4/15/92	
6.	With Barry Chazan and SE, prepare a background paper outlining the implementation of the Israel experience through Lead Communities.		AH	1/3/92	4/15/92	
7.	Contact the following board members as follow up to the January 16 meeting and send brief report to VFL: a. David Arnow b. Charles Bronfman c. Ludwig Jesselson d. Norman Lamm e. Esther Leah Ritz f. Ismar Schorsch		AH	8/29/91	4/15/92	
8.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	
9.	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 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Consider how to staff the review process.		SHH	3/8/92	3/13/92	
2.	Begin to consider an agenda for the next CIJE board meeting and whether to include funding of lead communities.		SHH	2/4/92	3/16/92	
3.	Discuss funding approach to applicant communities with MLM.		SHH	3/8/92	3/20/92	
4.	With HLZ, SF, and AH, determine the funding CIJE will need to launch and support lead communities and how the funds will be raised. Consider the role of CIJE as "jump start" funder.		SHH	2/4/92	3/20/92	
5.	Consider asking MLM to discuss CRB Foundation role in lead community selection with Charles Bronfman.		SHH	3/8/92	3/31/92	
6.	Recruit a chief professional officer.		SHH	8/7/90	3/92	
7.	Contact the following board member as follow up to the January 16 meeting and send brief report to VFL: a. Chuck Ratner		SHH	8/29/91	4/15/92	
8.	In consultation with staff, draft an outline of planning assignments and a management plan for CIJE.		SHH	2/4/92	4/30/92	
	<u>AS TIME PERMITS</u>					
9.	Explore advisability of inviting Doug Goldman to serve on the CIJE Board.		SHH	3/8/91	Hold	
10.	With JW, work with Susan Crown on possible Crown support for best practices project.		SHH	8/28/91	TBD	
11.	Invite Rachel Cowan and Eli Evans to serve on the CIJE board.		SHH	6/6/91	TBD	



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ORIGINATOR

VFL

DATE 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
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	
13.	Follow up with Cummings Foundation.		SHH	8/7/90	TBD	
14.	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	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

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	3/16/92	
2.	Call Lester Crown to request support for the CIJE.		MLM	1/23/91	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE WOOCHER ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

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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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

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 January 16 meeting and send brief report to VFL: a. John Colman b. Maurice Corson c. Max Fisher d. Charles Goodman		HLZ	8/29/91	4/15/92	
2.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	



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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE MEIER & UKELES ASSIGNMENTS

ORIGINATOR

VFL

DATE 3/10/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a first draft description of possible programs for implementation in lead communities and a cost range for each.		JM/ JU	2/4/92	3/20/92	
2.	Develop concept of line of credit/talent bank for lead communities.		JM	2/4/92	4/15/92	
3.	Design a performance management system for lead communities, including key indicators of progress, and develop a manual for how to evaluate progress.		JM/ JU	2/4/92	4/30/92	

MINUTES: CIJE STEERING COMMITTEE TELECONFERENCE

DATE OF MEETING: January 3, 1992

DATE MINUTES ISSUED: January 13, 1992

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 December 11 were reviewed.

Assignment

- A. It was reported that Aryeh Davidson will be meeting soon with Eli Evans to discuss the Jewish Museum. Davidson has been advised to suggest to Evans that he consider using Lead Communities to implement Revson interests. SHH will call Davidson to follow up.
- B. Status reports are expected from Aron, Gamoran, and Holtz within the next week. The CIJE annual report will refer to these projects, with an emphasis on the progress being made in the area of Best Practices.

II. Relations with CRB

Assignment

It was noted that the next step is for MLM to talk directly with Charles Bronfman. Following a meeting of the CRB Israel staff next week, AH and Barry Chazan plan to prepare a background paper outlining the implementation of the Israel experience through Lead Communities.

III. Status of Mailings

- A. Materials were sent to senior policy advisors on January 2.
- B. We will mail the Lead Communities documents and Adam Gamoran's proposal to board members on January 6. VFL will draft a cover letter from MLM.

IV. Review of Upcoming Meetings

A. Senior Policy Advisors - 1/7/92

- 1. The agenda was approved. It was noted that it will be important to present the materials in a positive, upbeat fashion. Senior policy advisors should leave the meeting with a desire to involve their institutions in Lead Communities.

The Gamoran proposal will be distributed at the meeting.

2. SE will arrange for Jack Ukeles to talk with SF and AH about his presentation prior to the meeting.

B. Annual Meeting - 1/16/92, 9:30 a.m. - 1:00 p.m.

1. Annual Report

SHH will share the completed annual report with the committee on January 6. At that time a decision will be made regarding whether to mail the report in advance or simply to distribute it at the annual meeting.

2. Presentation of Lipset's Work

SF will suggest to Lipset that SE present the executive summary at the meeting. We will ask both Lipset and Marty Kraar to be available to respond to questions. We may wish to distribute the Lipset paper at the conclusion of the meeting. (Later: The paper won't be ready for distribution.)

3. The Lead Communities presentation will be made by Jack Ukeles.
4. We do not currently expect to distribute any documents in advance of the morning meeting.

C. Funders Luncheon

This is to be discussed with MLM on January 6.

D. Board Meeting - 1:15 - 4:00 p.m.

1. Agenda

The agenda was reviewed and revised to allow more time for the presentation and discussion on Lead Communities. It was agreed that the tone should be upbeat and that board members should leave the meeting with a desire for their communities to become Lead Communities.

It was suggested that there are five outcomes desired of this meeting:

- a. Approval of the rationale.
- b. Establish committees to move the process ahead.
- c. Approval of criteria for selection.
- d. Determine the role of CIJE in mobilizing communities.

- e. Discussion and agreement regarding costs and funding (if we think we are ready.)
2. The agenda should include a brief reference by MLM to the director search.
3. SHH will prepare chairman's notes for MLM.
4. We will suggest the following to give a D'var Torah: Maurice Corson, Matthew Maryles, or Lester Pollack.
5. PR

AGK will prepare a press release which should emphasize the following:

- a. CIJE has been working for a year and has held its first annual meeting.
 - b. Sociologist Seymour Martin Lipset has prepared a report based on the CJF Population Study which suggests that education is the answer to Jewish attrition.
 - c. The CIJE board has approved the process for selecting Lead Communities.
6. It was agreed that counselors will contact their campers once they have received the January 6 mailing.

E. CIJE Staff - January 27-29, 1992

The dates, length, and purpose of this meeting are currently under reconsideration. SF and AH will call SHH on January 6 to discuss details.

V. Future Meetings

No additional telecons were scheduled.



- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR

VFL

DATE 1/13/92

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. Bill Berman - scheduled b. Gerald Cohen - done c. Irwin Field d. Arthur Green - done e. Neil Greenbaum - done f. Tim Hausdorff - done g. Mark Lainer - done 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 - scheduled n. Bennett Yanowitz - scheduled		SE	8/29/91	1/16/92	
2.	Draft a discussion piece for the role of movements, denominations and training institutions in Lead Communities.		SE	9/16/91	2/92	
3.	Prepare status reports on training, research, and Best Practices.		SE	9/3/91	monthly	
4.	Work with Barry Holtz on developing a Best Practices panel.		SE	1/23/91	ongoing	
5.	Develop outline for how to proceed with educational component of Lead Communities.		SE	4/11/91	ongoing	
6.	Work with SF and AH to develop concrete means of establishing Lead Communities.		SE	4/11/91	ongoing	
7.	Develop and maintain list of experts on which CIJE can draw.		SE	4/11/91	ongoing	
8.	Develop master plan for training in consultation with Ukeles and others.		SE	6/19/91	ongoing	
9.	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

1/13/92

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1.	Suggest an advisory committee to work with Best Practices team.		SF	8/28/91	1/16/92	
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	1/16/92	
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.	Invite Rabbi Twersky to prepare an an op ed piece.		SF	10/30/90	1/92	
6.	Send SHH a list of suggested members of a training oversight committee.		SF	3/20/91	ongoing	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR

VFL

DATE

1/13/92

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. Charles Bronfman TP b. Ludwig Jesselson TP c. Norman Lamm d. Esther Leah Ritz e. Ismar Schorsch TP		AH	8/29/91	1/16/92	
2.	With Barry Chazan, prepare a background paper outlining the implementation of the Israel experience through Lead Communities.		AH	1/3/92	1/31/92	
3.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	
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	1/13/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	Prepare a draft of the CIJE annual report.		SHH	10/21/91	1/6/92	
2.	Follow up with Aryeh Davidson about suggesting to Eli Evans that he consider using Lead Communities to implement Revson interests.		SHH	1/3/92	1/15/92	
3.	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	1/16/92	
4.	Follow up with Eli Evans about CIJE. funding.		SHH	6/6/91	1/31/92	
5.	Recruit a chief professional officer.		SHH	8/7/90	2/92	
	<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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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR

VFL

DATE

1/13/92

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	1/16/92	
2.	Talk with Max Fisher about increasing his commitment of support for CIJE.		MLM	5/8/91	1/16/92	
3.	Talk with Mark Lainer about support for CIJE from his family.		MLM	2/27/91	1/16/92	
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	



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

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	WOOCHEER ASSIGNMENTS		
ORIGINATOR	VFL	DATE	1/13/92

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	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE

1/16/92

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	1/16/92	
2.	Follow up with MLM about his CIJE assignments.		HLZ	7/3/91	ongoing	

MINUTES
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
STEERING COMMITTEE
MAY 3, 1992
NEW YORK CITY

Attendance: Morton L. Mandel, Chair, Shulamith Elster, Annette Hochstein, Stephen Hoffman, Stanley Horowitz, Virginia Levi, Arthur Naparstek, Henry L. Zucker

I. Introduction

This was a brief meeting following the meeting of a larger advisory group. The purpose was to review the larger meeting and to determine what next steps should be taken.

II. Meeting Review

It was felt that the meeting was useful in involving a larger group in the deliberations of CIJE. It brought the entire group to a more clearly focused understanding of CIJE's objectives. It was agreed that this smaller steering group should continue to meet regularly to develop and manage the CIJE work plan.

A. Future Meetings

It was agreed that we will propose the following dates and places for meetings of the larger advisory committee:

Sunday, July 12 - New York

(Monday, August 24 - New York? Is this for the larger group?)

Sunday, November 8 - Cleveland

Sunday, January 10 - Cleveland

It was agreed that this steering committee will meet at 7:30 a.m. as follows (SF and AH, and sometimes SE by phone):

Friday, May 15

Friday, June 12

Friday, June 26

Friday, July 10

Friday, July 24

Tuesday, August 18

III. Next Steps

A. Communications

- Assignment 1. It was agreed that SE will draft letters for MLM summarizing the decisions of May 3 to participant communities, the Lead Communities Committee, board members, CIJE partners and senior policy advisors.
- Assignment 2. SE will ask Jon Woocher for a proposal to prepare a simple, four-page newsletter, four to six times per year, to the community at large. The purpose will be to introduce CIJE and keep the community aware of what is happening.
3. This committee should continue to discuss how we relate most effectively to federations, foundations, and the religious community.

Assignment B. SE will work with AH to develop a work plan by May 18.

Assignment C. SHH will take the lead on community issues, working closely with SBH and HLZ. He will contact Marty Kraar to find out who serves on the CJF Jewish Continuity Committee.

D. Foundation Development

Assignment AJN will coordinate foundation activities. He will work with SHH, SBH, and HLZ to develop approaches by May 18.



- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With AH, develop a talk piece for use in communicating current lead communities approach to concerned individuals.		SE	4/20/92	4/24/92	
2.	With AH, draft a plan for May 3 meeting for consideration by MLM.		SE	4/20/92	4/28/92	
3.	Develop a list of assignments, responsibilities, invitations, and obligations and work with MLM to prioritize.		SE	4/15/92	5/1/92	
4.	Meet with Carl Scheingold regarding his work in the area of Jewish continuity.		SE	4/15/92	5/6/92	
5.	Draft letters for MLM to CIJE participants summarizing the decisions of the May 3 meeting.		SE	5/3/92	5/15/92	
6.	Ask JW for a proposal to prepare a newsletter to keep the community at large aware of CIJE happenings.		SE	5/3/92	5/15/92	
7.	With AH, develop a specific proposal for the CRB Foundation to introduce the Israel experience into Lead Communities.		SE	1/20/92	5/15/92	
8.	With JM/JU, develop a first draft description of possible programs for implementation in lead communities and a cost range for each.		SE	2/4/92	5/15/92	
9.	Discuss with SF and AH the key elements of papers on content and personnel in lead communities.		SE	2/4/92	5/15/92	
10.	Follow up with Cummings Foundation on funding.		SE	2/18/92	5/15/92	
11.	Work with AH to develop a work plan.		SE	5/3/92	5/18/92	
12.	With AH, prepare management plan for CIJE for the next 4 months and beyond.		SE	4/15/92	5/31/92	
13.	Work with AH on preparation of a draft annual operating budget.		SE		5/31/92	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
14.	Contact the following board members following the May 3 staff meeting and send brief report to VFL: a. Bill Berman b. Gerald Cohen c. Irwin Field d. Arthur Green e. Neil Greenbaum f. Tim Hausdorff g. Henry Koschitzky h. Mark Lainer i. Norman Lipoff j. S. Martin Lipset k. Matthew Maryles l. Florence Melton m. Melvin Merians n. Lester Pollack o. Richard Scheuer p. Bennett Yanowitz		SE		5/31/92	
15.	Develop an outline for a preliminary plan to prepare seminaries, continental agencies, and people at general universities to gear up to support lead communities.		SE	2/4/92	6/15/92	
16.	With AH, clarify what we need from a planner in the area of training and consider 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/PROJECT LEADER VFL DATE 5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Revson Foundation about CIJE funding.		SF	2/18/92	5/10/92	
2.	With AH, prepare a brief paper outlining the content of lead communities.		SF	2/4/92	5/15/92	
3.	With AH, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of research and evaluation.		SF	3/8/92	5/15/92	
4.	Discuss with SE and AH the key elements of papers on content and personnel in lead communities.		SF	2/4/92	5/15/92	
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	5/31/92	
6.	Contact the following board members following the May 3 staff meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. Isadore Twersky		SF		5/31/92	
7.	Send MLM a list of suggested members of a training oversight committee.		SF	3/20/91	TBD	
8.	Invite Rabbi Twersky to prepare an an op ed piece.		SF	10/30/90	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a talk piece for use in communicating current lead communities approach to concerned individuals.		AH	4/20/92	4/24/92	
2.	With SE, draft a plan for May 3 meeting for consideration by MLM.		AH	4/20/92	4/28/92	
3.	With SF, outline a brief paper on the content of lead communities.		AH	2/4/92	5/15/92	
4.	With SF, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of research and evaluation.		AH	3/8/92	5/15/92	
5.	Follow up with Eli Evans about Revson participation in the Lead Communities Project.		AH	3/8/92	5/15/92	
6.	Discuss with SE and SF the key elements of papers on content and personnel in lead communities.		AH	2/4/92	5/15/92	
7.	With Barry Chazan and SE, prepare a background paper outlining the implementation of the Israel experience through Lead Communities.		AH	1/3/92	5/31/92	
8.	Contact the following board members following the May 3 staff meeting and send brief report to VFL: a. David Arnow b. Charles Bronfman c. Ludwig Jesselson d. Norman Lamm e. Esther Leah Ritz f. Ismar Schorsch		AH		5/31/92	
9.	With SE, prepare management plan for CIJE for the next 4 months and beyond.		AH	4/15/92	5/31/92	
10.	Work with SE on preparation of a draft annual operating budget.		AH		5/31/92	

- ☐ ASSIGNMENTS
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☐ FUNCTIONAL SCHEDULE

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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
11.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	
12.	With SE, clarify what we need from a planner in the area of training, review with JESNA and JCCA, and consider 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/PROJECT LEADER	VFL	DATE	5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact Marty Kraar to find out who serves on the CJF Jewish Continuity Committee.		SHH	5/3/92	5/15/92	
2.	Secure second year CIJE funding from the Jim Joseph Foundation.		SHH	3/10/92	5/31/92	
3.	Talk with Bob Hiller about how to approach the Zanvyl/Krieger Foundation for CIJE funding.		SHH	2/18/92	5/31/92	
4.	With Jonathan Woocher, schedule a meeting with Susan Crown to discuss Crown support for Best Practices.		SHH	9/17/91	TBD	
5.	Talk with Dina Charnin of the Dorot Foundation about CIJE funding.		SHH	1/20/92	TBD	



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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk to Leslie Wexner about CIJE funding.		MLM	1/20/92	5/31/92	
2.	Talk with Ratner family about CIJE funding.		MLM	1/20/92	5/31/92	
3.	Develop a plan to get Ludwig Jesselson more involved in CIJE funding.		MLM	2/18/92	5/31/92	
4.	Develop a plan to approach Lester Pollack about CIJE funding.		MLM	2/18/92	5/31/92	
5.	Consider the following persons for CIJE board membership: a. Rachel Cowan b. Eli Evans c. Doug Goldman		MLM	9/17/91	TBD	

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with SHH, SBH, and HLZ to develop approaches to foundations.		AJN	5/3/92	5/18/92	





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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE WOOCHEER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/12/92

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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FUNCTION	CIJE STAFF
SUBJECT/OBJECTIVE	ZUCKER ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	5/12/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members following the May 3 staff meeting and send brief report to VFL: a. John Colman b. Maurice Corson c. Max Fisher d. Charles Goodman		HLZ		5/31/92	
2.	Follow up with Maurice Corson about Wexner Foundation CIJE funding.		HLZ	2/18/92	TBD	

MINUTES: CIJE Steering Committee

DATE OF MEETING: June 12, 1992

DATE MINUTES ISSUED: June 17, 1992

PARTICIPANTS: Morton L. Mandel, Chair, Shulamith Elster, Seymour Fox, Annette Hochstein, Stephen H. Hoffman, Virginia F. Levi (Sec'y), Arthur J. Naparstek, Arthur Rotman, Henry L. Zucker

COPY TO: Stanley Horowitz

- I. The minutes of May 3 were reviewed. It was agreed that in the future the agenda will incorporate items from the minutes and assignments, which will not be reviewed separately.

II. Lead Communities

A. Update

Art Rotman reported that a telecon of the Lead Communities Selection Committee had been held on June 5 with participation of everyone except David Hirschhorn, with whom he had spoken subsequently. With the effective chairmanship of Chuck Ratner and the active involvement of Charles Bronfman on the selection of a Canadian community, the group reached virtual consensus in the selection of the nine finalist communities.

The following nine communities have been notified of their selection for participation in the second stage of the selection process:

Atlanta	Columbus	Oakland
Baltimore	Metro West	Ottawa
Boston	Milwaukee	Palm Beach

The fourteen other communities were also notified and thanked for their interest and participation.

B. Next Steps

Assignment

Each community will be visited by a member of the Selection Committee or board and an educational consultant during July, a process being coordinated by AR. This involves getting dates from committee members and communities, considering appropriate matches, and arranging mutually acceptable dates. It is anticipated that all visits will be completed by August 7.

The first visit will take place in Boston on July 7. Participants for CIJE will be MLM, AR, and SE.

Assignment

As the site visits are being scheduled and conducted, a set of questions specific to each community will be developed and submitted for written response. AR is drafting a set of questions and briefing materials which will be distributed to the Steering Committee for reactions and suggestions prior to the first site visit.

The Selection Committee has scheduled a meeting for 3:00 p.m. on Monday, August 24 to make the final selections. All site visits will have been completed and written responses from communities submitted so that a summary document can be prepared and distributed to the Selection Committee by August 10.

Communities which participate in the second round will be asked to sign a document agreeing to 1) respond to questions, 2) meet stated conditions of being a lead community, and 3) attend a briefing meeting in September (specific date to be determined).

Assignment

The discussion that followed focused on next steps following the selection of the lead communities. It was agreed that the meeting of the CIJE Advisory Group scheduled for Sunday, July 12 in New York is an appropriate time at which to discuss a plan of action for September 1992 through 1993. SF and AH will submit their recommendations prior to that meeting.

Assignment

It was suggested that two meetings be scheduled on July 12: this Steering Committee plus Barry Holtz and Adam Gamoran, followed by a larger group to include David Finn, Chuck Ratner, Corky Goodman, Marty Kraar, Neil Greenbaum, Jon Woocher, and Lester Pollack. SE will coordinate the development of agendas for those meetings. VFL will begin immediately to make arrangements and invite participants.

Assignment

Assignment

No date has yet been set for the fall seminar with representatives of the lead communities. SF and AH will propose dates in September when they could be available.

III. Foundation Development Plan

Assignment

It was suggested that foundation development be approached by identifying program areas which require support and prospects who might be interested in each program area. An initial list of program areas and prospects was developed. VFL will use data gathered over the past months to prepare a first draft of a matrix identifying program areas and prospects. This will be circulated to the Steering Committee for adjustments. Once the matrix is developed, AJN will work with the Steering Committee to establish priorities and determine approaches.

Assignment

It was suggested that we not limit ourselves to Jewish foundations. The work on how to bring about systemic change and growth of a community's educational system should be of broader interest.

Assignment

Before any foundation can be approached, it will be necessary to have an outline of the elements of each program area on which we propose to focus. AH will develop an outline of the elements of the priority program areas no later than the end of June.

In summary, the approach will be as follows:

1. Develop the matrix of program areas and prospects.
2. Develop a prospectus for potential donors.
3. Identify priority donors.
4. Undertake a focused campaign to raise funds.

IV. Progress Reports on CIJE Projects

A. Monitoring, Evaluation and Feedback

It was reported that Adam Gamoran is moving ahead with the recruitment of field researchers. He and SE will interview candidates the week of June 15 and develop plans for involving the field researchers in the lead community process.

B. Best Practices

This project is proceeding under the careful direction of Barry Holtz. A seminar on early childhood education has occurred and follow-up work is now under way.

V. Communications

Assignment

- A. SE is working with Jon Woocher on a proposal for a newsletter. This should include a statement of purpose and a list of potential publics. The proposal will be circulated to the Steering Committee for review and discussion.

It was suggested that a series of letters from the chair might substitute for a formal newsletter. It was noted, however, that while this may be appropriate for individuals who are directly involved with the process, there is a broader public with an interest in the work of CIJE and no way of accessing information. We may wish to consider both a newsletter and a series of letters from the chair.

- B. It was reported that a memo to board members and senior policy advisors has been drafted and will be circulated for review. It is anticipated that the memo will be ready for mailing no later than June 19.

Assignment

SE will prepare a six-month plan for communication with the board, senior policy advisors, the director search committee, the Lead Community Selection Committee, and the general public.

C. PR/Press Release

Assignment

It was suggested that it would be appropriate to announce the selection of finalist communities in the lead communities selection process. SE will contact Jerry Strober immediately to prepare and distribute a press release.

D. Camper Contacts

Assignment

Assignment

All members of the CIJE board should be contacted prior to the August 25 meeting. VFL will distribute a list of assignments to be reviewed and updated. AH will prepare a talk piece by June 30. People will submit written reports on contacts to VFL, as in the past.

E. General Assembly

Assignment

It was reported that one day of the CJF General Assembly this fall will be devoted to Jewish continuity. SHH will work on getting us a prime spot on the agenda. SHH will talk with SF about an appropriate program presentation which may be a prominent speaker or panel for a CIJE-sponsored presentation.

VI. Future Meetings

Future meetings of this committee are scheduled for 7:30 a.m. on Friday, June 26, Friday, July 10, Friday, July 24 and Tuesday, August 18.

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact Jerry Strober to prepare and distribute a press release.		SE	6/12/92	6/19/92	
2.	Prepare a six-month plan for communication of CIJE activities.		SE	6/12/92	6/26/92	
3.	Work with AH to develop a work and management plan for CIJE for the next 4 months and beyond.		SE	5/3/92	6/26/92	
4.	Review JW newsletter proposal and prepare a recommendation for the Steering Committee.		SE	5/3/92	6/26/92	
5.	Discuss with SF and AH the key elements of papers on content and personnel in lead communities.		SE	2/4/92	6/30/92	
6.	Develop a first draft description of possible programs for implementation in lead communities and a cost range for each.		SE	2/4/92	6/30/92	
7.	Follow up with Cummings Foundation on funding.		SE	2/18/92	6/30/92	
8.	Work with AH on preparation of a draft annual operating budget.		SE		6/30/92	
9.	Develop an outline for a preliminary plan to prepare seminaries, continental agencies, and people at general universities to gear up to support lead communities.		SE	2/4/92	6/30/92	
10.	Draft agendas for two meetings scheduled on July 12.		SE	6/12/92	7/3/92	
11.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL:		SE		8/15/92	
	a. Bill Berman b. Gerald Cohen c. Irwin Field d. Arthur Green e. Neil Greenbaum f. Tim Hausdorff g. Henry Koschitzky h. Mark Lainer		i. Norman Lipoff j. S. Martin Lipset k. Matthew Maryles l. Florence Melton m. Melvin Merians n. Lester Pollack o. Richard Scheuer p. Bennett Yanowitz			



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Propose September dates for a seminar with representatives of the lead communities.		SF	6/12/92	6/26/92	
2.	With AH, prepare a brief paper outlining the content of lead communities.		SF	2/4/92	6/30/92	
3.	Recommend action plan for first year's work in lead communities.		SF	6/12/92	7/12/92	
4.	With AH, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of research and evaluation.		SF	3/8/92	7/15/92	
5.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. Isadore Twersky		SF		8/15/92	
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	8/25/92	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, prepare a work and management plan for CIJE for the next 4 months and beyond.		AH	4/15/92	6/18/92	
2.	Work with SE on preparation of a draft annual operating budget.		AH		6/20/92	
3.	Report on status of proposal for CRB Foundation involvement in Lead Communities		AH	5/3/92	6/26/92	
4.	Develop an outline of the elements of of the priority program areas for use in soliciting foundation support.		AH	6/12/92	6/26/92	
5.	With SF, propose September dates for a seminar with representatives of the lead communities.		AH	6/12/92	6/26/92	
6.	With SF, outline a brief paper on the content of lead communities.		AH	2/4/92	6/30/92	
7.	Prepare a talk piece for use in camper contacts.		AH	6/12/92	6/30/92	
8.	Recommend action plan for first year's work in lead communities.		AH	6/12/92	7/12/92	
9.	With SF, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of monitoring and evaluation.		AH	3/8/92	7/15/92	
10.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. David Arnow b. Charles Bronfman c. Ludwig Jesselson d. Norman Lamm e. Esther Leah Ritz f. Ismar Schorsch		AH		8/15/92	
11.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	HOFFMAN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact Marty Kraar to find out who serves on the CJF Jewish Continuity Committee.		SHH	5/3/92	6/30/92	
2.	Talk with SF about an appropriate CIJE-sponsored presentation for the CJF General Assembly.		SHH	6/12/92	7/31/92	





PREMIER INDUSTRIAL CORPORATION

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make arrangements and invite participants to the two meetings scheduled on July 12.		VFL	6/12/92	6/19/92	
2.	Prepare a matrix identifying program areas which require support and prospects who might be interested.		VFL	6/12/92	6/19/92	
3.	Distribute a list of camper contact assignments to be reviewed and updated.		VFL	6/12/92	6/26/92	



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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk to Leslie Wexner about CIJE funding.		MLM	1/20/92	TBD	
2.	Talk with Ratner family about CIJE funding.		MLM	1/20/92	TBD	
3.	Develop a plan to get Ludwig Jesselson more involved in CIJE funding.		MLM	2/18/92	TBD	
4.	Develop a plan to approach Lester Pollack about CIJE funding.		MLM	2/18/92	TBD	
5.	Consider the following persons for CIJE board membership: a. Rachel Cowan b. Eli Evans c. Doug Goldman		MLM	9/17/91	TBD	

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

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FUNCTION	CIJE STAFF
SUBJECT/OBJECTIVE	NAPARSTEK ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with SHH, SBH, and HLZ to develop approaches to foundations.		AJN	5/3/92	6/26/92	
2.	Work with Steering Committee to establish priorities and determine approaches to foundation development.		AJN	6/12/92	7/15/92	





PREMIER INDUSTRIAL CORPORATION

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

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a set of questions and briefing materials for Steering Committee reactions and suggestions prior to the first site visit.		AR	6/12/92	7/7/92	
2.	Coordinate site visits to lead community applicants.		AR	6/12/92	8/7/92	



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

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FUNCTION	CIJE STAFF
SUBJECT/OBJECTIVE	WOOCHEER ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	6/17/92

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	



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

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. John Colman b. Maurice Corson c. Max Fisher d. Charles Goodman		HLZ		8/15/92	
2.	Follow up with Maurice Corson about Wexner Foundation CIJE funding.		HLZ	2/18/92	TBD	

MINUTES: CIJE Steering Committee

DATE OF MEETING: June 26, 1992

DATE MINUTES ISSUED: July 2, 1992

PARTICIPANTS: Morton L. Mandel, Chair, Shulamith Elster, Seymour Fox, Annette Hochstein, Stanley B. Horowitz, Virginia F. Levi (Sec'y), Arthur J. Naparstek, Arthur Rotman, Henry L. Zucker

COPY TO: Stephen H. Hoffman

I. Lead Communities Update

Art Rotman reported that the nine finalists have been notified of their status and have received briefing materials and site specific questions. Plans are under way for the scheduling of the site visits. The first will be to Boston on July 7 and will include MLM, AR, and SE. Others have tentatively been scheduled for Baltimore, Columbus and Oakland.

Assignment

A briefing book is being prepared for each visitor. The book will outline the areas of concentration for each site visit. It will be distributed to the Steering Committee for review prior to the July 7 visit.

Plans are under way to videotape the first visit. We may wish to consider showing segments at the August board meeting.

Assignment

It was suggested that the planning team consider scheduling meetings with potential funders in each community to inform them about the project and demonstrate their importance to its success. This will be considered on a city-by-city basis.

Assignment

Arrangements will be made for a conference call following the July 7 visit to Boston. Participants will be CIJE board members who will be visiting other communities. MLM will share his experience to help the others in their planning.

A. Fall Seminar

Plans are under way for a seminar for the lay and professional leadership of the lead communities. It may take place the several days preceding the GA. Participants will be involved in planning and discussion of substance for their communities. It is anticipated that representatives of the training institutions and other potential "purveyors" of programs will be present. Representatives of foundations with specific programmatic interests will also be included. Plans for the seminar will be more definite by the July 10 telecon.

It was suggested that dates close to the GA can be difficult. A final decision on a date need not be made until after the lead communities are selected.

B. Content for Lead Communities

A detailed outline of content for the lead communities will be drafted by SF and AH and sent to the Steering Committee by July 3. This may be useful in planning for site visits. It was suggested that an executive summary or outline might be useful to the people who will be visiting the communities.

C. Implementation

SE will draft a paper outlining programs for implementation and possible costs following submission of SF's and AH's paper on content.

II. Foundation Development Plan

- A. AJN presented a proposed approach for foundation development. The plan would include three phases. During the first phase we would develop "generic areas" for funding, not necessarily specific to lead communities. These might include best practices, research and evaluation, personnel compensation/benefits, building community, and building personnel.

Some of these areas may appeal to general foundations. AJN has spoken with staff of the Kellogg, Ford and Rockefeller Foundations, all of which expressed some degree of interest in our work. The focus might be to treat CIJE as a "national intermediary" for Jewish education.

The second phase would take a series of themes and program areas and identify foundations which would be interested in funding combinations of these in the lead communities. (See preliminary matrix attached as Exhibit A.) More work can be done with this approach following the identification of lead communities and the outlining of content for the communities.

It was suggested that general proposals might be developed for each of the six themes and that each might refer to program areas as appropriate. These six general proposals could be tailored for specific foundations later in the process.

Assignment

AJN proposed a third phase of donor cultivation to begin now. He will prepare a strategy paper for clustering foundations and bringing them together for informational meetings. They should feel a sense of involvement before we ask for funding.

Assignment

we ask the presidents of the federations of the three lead communities to serve as respondents. We will send a fax from MLM to SHH in Israel asking him to meet with Marty Kraar, who is also there, to pin down a slot on the agenda for CIJE.

D. Camper Contacts

Camper assignments were reviewed and revised. An update will be incorporated in the assignments from the meeting.

Assignment

AH has prepared a draft talk piece which VFL will circulate to Steering Committee members.

IV. Other Current Assignments

A. A work and management plan for the next four months is under way.

Assignment

B. An annual operating budget for CIJE is also under way and will be submitted to AR for his review. AH will coordinate the next steps and work toward submission of the first draft.

V. Meeting Plans

A. Friday, July 10 - CIJE Steering Committee

We will consider the possibility of including the CIJE Advisory Group for the 7:30-8:30 portion of the telecon, followed by a meeting of the steering group from 8:30-9:30.

B. The CIJE Advisory Group meeting scheduled for Sunday, July 12 was cancelled.

C. Friday, July 24 - CIJE Steering Committee

D. Tuesday, August 18 - CIJE Steering Committee

E. Monday, August 24

1. Preplan for the board meeting at the JCCA, 11:00 a.m to 3:00 p.m.

2. The Lead Communities Selection Committee at the JCCA, 3:00 p.m.

F. Tuesday, August 25 - 9:30-3:30 - CIJE Board at UJA/Federation

The following agenda will be considered and revised as the meeting approaches:

Assignment

1. Presentation by Lead Communities Selection Committee and decision on final choices.

Chuck Ratner

2. Outline of lead community content.

Lay person ?

Assignment

3. Presentation of Gamoran project. (?)
4. Update on Best Practices. Barry Holtz
5. Discussion of Jewish education by heads of training institutions, specific subject to be determined. [VFL to draft letter from MLM asking them to plan to speak and indicating that specifics will follow.]
6. Possible presentation on funding. Arthur Naparstek
7. D'Var Torah (?)
- G. Tuesday, August 25 - 3:00-5:00 - Critique of meeting - UJA/Federation
- H. September 21 or 22 - Senior Policy Advisors



THEMES

[illegible]

Program Areas	Innovations	Community: Capacity building for Lay Ldrshp	Curriculum	Personnel	Integration Formal/Informal	Media/Technology
JCCs	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:
Informal Education	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:
Early Childhood	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:
	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:
Senior Personnel	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:
In-Service Training	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:
Outreach	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:
	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:
Community Leadership	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:	Nat'l Fdne:
	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:	Local Fdne:

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with AH to develop a work and management plan for CIJE for the next 4 months and beyond.		SE	5/3/92	7/10/92	
2.	Develop an outline for a preliminary plan to prepare seminars, continental agencies, and people at general universities to gear up to support lead communities.		SE	2/4/92	7/10/92	
3.	With Steering Committee members, develop ideas for a CIJE forum at the GA.		SE	6/26/92	7/10/92	
4.	Revise a six-month plan for communication of CIJE activities.		SE	6/12/92	7/24/92	
5.	Develop a first draft description of possible programs for implementation in lead communities and a cost range for each.		SE	2/4/92	7/24/92	
6.	Submit a proposal to the Cummings Foundation for full funding of Best Practices.		SE	2/18/92	7/31/92	
7.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. Gerald Cohen b. Arthur Green c. Neil Greenbaum d. Tim Hausdorff e. Mark Lainer f. S. Martin Lipset g. Matthew Maryles ?		SE		8/15/92	
8.	With AH, prepare outlines of content and rationale for identified themes and program areas in Lead Communities.		SE	6/26/92	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With AH, prepare a brief paper outlining the content of lead communities.		SF	2/4/92	6/30/92	
2.	Recommend action plan for first year's work in lead communities.		SF	6/12/92	7/12/92	
3.	With AH, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of research and evaluation.		SF	3/8/92	7/15/92	
4.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF		8/15/92	
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	8/25/92	



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF, outline a brief paper on the content of lead communities.		AH	2/4/92	6/30/92	
2.	Develop an outline of the elements of of the priority program areas for use in soliciting foundation support.		AH	6/12/92	7/5/92	
3.	With SE, prepare a work and management plan for CIJE for the next 4 months and beyond.		AH	4/15/92	7/10/92	
4.	Work with AR on preparation of a draft annual operating budget.		AH		7/10/92	
5.	Recommend action plan for first year's work in lead communities.		AH	6/12/92	7/12/92	
6.	With SF, prepare a proposal to submit to David Hirschhorn asking that he support the full cost of monitoring and evaluation.		AH	3/8/92	7/15/92	
7.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Ismar Schorsch		AH		8/15/92	
8.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	
9.	With AH, prepare outlines of content and rationale for identified themes and program areas in Lead Communities.		AH	6/26/92	TBD	

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ORIGINATOR/PROJECT LEADER VFL DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact Marty Kraar to find out who serves on the CJF Jewish Continuity Committee.		SHH	5/3/92	6/30/92	
2.	Talk with SF then Marty Kraar about an appropriate CIJE-sponsored presentation for the CJF General Assembly.		SHH	6/12/92	7/6/92	
3.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Irwin Field b. Norman Lipoff ? c. Charles Ratner d. Bennett Yanowitz		SHH		8/15/92	





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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send a fax from MLM to SHH in Israel asking him to meet with Marty Kraar to pin down a slot on the GA agenda for CIJE.		VFL	6/26/92	7/1/92	
2.	Draft letter from MLM to Jewish education heads of training institutions asking them to speak at August 25 board meeting.		VFL	6/26/92	7/2/92	
3.	Arrange a conference call with CIJE board members after Boston site visit on July 7.		VFL	6/26/92	7/6/92	
4.	Circulate AH's draft camper talk piece to Steering Committee members.		VFL	6/26/92	7/7/92	



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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	6/26/92	8/15/92	
2.	Talk to Leslie Wexner about CIJE funding.		MLM	1/20/92	TBD	
3.	Talk with Ratner family about CIJE funding.		MLM	1/20/92	TBD	
4.	Develop a plan to get Ludwig Jesselson more involved in CIJE funding.		MLM	2/18/92	TBD	
5.	Develop a plan to approach Lester Pollack about CIJE funding.		MLM	2/18/92	TBD	
6.	Consider the following persons for CIJE board membership: a. Rachel Cowan b. Eli Evans c. Doug Goldman		MLM	9/17/91	TBD	



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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with SHH, SBH, and HLZ to develop approaches to foundations.		AJN	5/3/92	7/10/92	
2.	Prepare a strategy paper for clustering foundations and bringing them together for informational meetings.		AJN	6/26/92	7/10/92	
3.	Work with Steering Committee to establish priorities and determine approaches to foundation development.		AJN	6/12/92	7/24/92	
4.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Mandell Berman b. Maurice Corson (with HLZ) c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky		AJN	6/26/92	8/15/92	

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a set of questions and briefing materials for Steering Committee reactions and suggestions prior to the first site visit.		AR	6/12/92	7/7/92	
2.	Consider scheduling meetings with potential funders during Lead Community site visits.		AR	6/26/92	7/15/92	
3.	Coordinate site visits to lead community applicants.		AR	6/12/92	8/7/92	
4.	<p>Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. Charles Bronfman b. Charles Goodman ? c. Melvin Merians d. Lester Pollack e. Esther Leah Ritz 		AR	6/26/92	8/15/92	



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FUNCTION	CIJE STAFF
SUBJECT/OBJECTIVE	WOOCHEER ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/2/92

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/PROJECT LEADER VFL

DATE 7/2/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. John Colman b. Maurice Corson (with AJN)		HLZ		8/15/92	
2.	Follow up with Maurice Corson about Wexner Foundation CIJE funding.		HLZ	2/18/92	TBD	

AMERICAN JEWISH
ARCHIVES



MINUTES: CIJE Steering Committee

DATE OF MEETING: July 10, 1992

DATE MINUTES ISSUED: July 15, 1992

PARTICIPANTS: Morton L. Mandel, Chair, Shulamith Elster, Seymour Fox, Annette Hochstein, Stephen H. Hoffman, Stanley B. Horowitz, Ann G. Klein (Sec'y), Virginia F. Levi Arthur J. Naparstek, Arthur Rotman, Henry L. Zucker

I. Lead Communities Update

- A. The first site visit took place in Boston on July 7 with Mort Mandel, Shulamith Elster, Jack Ukeles and Art Rotman. The meeting was well attended by lay and professionals, including those who have been involved with Boston's Commission on Jewish Continuity for several years. The presentations were well done. Barry Shrage, Federation executive, brings great passion to this endeavor. It was noted that there were no representatives from the major giving families and there are questions about the level of financial support available. The visit included a site visit to a JCC program in the arts that is a joint Synagogue School-JCC model.

In a follow-up telecon on July 8th with members of the Selection Committee, MLM reviewed his experience in Boston and made suggestions for future site visits.

The other eight site visits to lead community finalists have been scheduled. Shulamith Elster will visit all nine communities. A board member will be on each visit and Chuck Ratner will participate in both the Columbus and Atlanta site visits. The schedule is:

Columbus	- July 10
Oakland	- July 13
Atlanta	- July 20
MetroWest	- July 21
Baltimore	- July 23
Palm Beach	- July 27
Ottawa	- July 30
Milwaukee	- August 6

The issue of funding was raised in Boston. The Boston group asked what they could expect from the CIJE and the response centered around two major efforts currently under way--the monitoring and evaluation project and best practices. MLM described plans for a three-year evaluation program that would assign a field researcher to their city as an important component of the lead community project. The availability of CIJE staff would also be an important element.

CIJE's role as a catalyst in linking their community with philanthropists interested in specific causes was also mentioned. These CIJE components were described as supplementary to the main expectation that the lead community programming would be funded locally.

The issue of how to pin down the reality of the funding potential of any lead community was raised. It was suggested that funding be discussed with the finalists during the site visits. How do we sharpen the questions about funding? Do we provide guidelines of expectations from the local lead communities?

It was suggested that visitors should ask the communities to estimate the costs of the programs they would like to institute and inquire where they think the money will come from. This will give us an idea about their financial preparedness.

The issue of specific financial guidelines was discussed. Should we only consider communities that are willing or able to come up locally with at least 50% of the money? Should we suggest guidelines such as one-third of the funding from their local federation, one-third from local voluntary donors, and one-third from CIJE-brokered money?

Another suggestion was to ask for letters of intent from key private donors. These letters could state that if appropriate projects come along the donor would agree to support them financially.

All members of the Steering Committee should think about how to nail down the funding issue. AR and SE should plan for how to approach the funding issue for the upcoming site visits. We should keep this as an active subject over the next weeks and all Steering Committee members should give their input to AR.

B. Fall Seminar

Assignment

AH is preparing a proposal for a fall lead communities seminar to take place in late October or early November. She will submit the proposal when it is completed.

AH and SF have prepared a draft document that will provide a guide to content in the lead communities. The first part of the paper describing resources available through CIJE to the lead communities was used for the Boston site visit to provide a context. The document should be ready by mid-August.

Assignment

- C. It was suggested that a staff seminar be held in late August when SF and AH are in the United States. AR will discuss this with SF and AH.

Assignment

- D. SE will develop the outline for a preliminary plan to prepare seminars, continental agencies and people at general universities for support of lead communities.

D. Camper Contacts

New assignments were made.

Charles Goodman - Steve Hoffman
Norman Lipoff - Steve Hoffman
Irwin Field remains unassigned.

E. Plans for the GA

SHH has spoken with Marty Kraar and a forum slot will be available either Thursday or Friday at the GA. A forum slot usually contains 3-4 major presentations and several smaller ones. Forums are highlighted in the P/R material from the GA.

One option for the CIJE slot is for the three heads of the seminaries and representatives of the lead communities to report on what is going on.

Assignment

What attracts people, however, is a superstar name. We might consider inviting the new Minister of Education in Israel, Shulamit Aloni. SF and AH will check her out to make sure she would be an interesting speaker. Another possibility is Zevulun Hammer.

IV. Status of Other Current Assignments

Assignment

- A. AH is working on a work and management plan for the next four months to be completed by mid-July.
- B. AR will develop a budget based on the work plan.
- C. SHH will find out who serves on the CJF Continuity Commission.

V. Status of CIJE Projects

A. Best Practices

A recent planning telecon was held with SF, AH, SE and Barry Holtz. Everyone is pleased with the progress and outcomes to date. This project will provide an important part of the content of the lead community program.

B. Monitoring, Evaluation and Feedback

AH met with Adam Gamoran, Michael Inbar and James Coleman in Israel and this project is moving ahead.

VI. Assignment Lists

Assignment

Each member of the CIJE Steering Committee should review his or her assignments and make sure that they are all appropriate. If something should be revised or eliminated, please contact AGK over the next two weeks with suggested changes.

VII. Future Meeting Plans

- A. Friday, July 24, 7:30 a.m. - CIJE Steering Committee
- B. Tuesday, August 18, 7:30 a.m. - CIJE Steering Committee
- C. Monday, August 24
 - 1. Preplan for the board meeting at the JCCA, 11:00 a.m to 3:00 p.m.
 - 2. The Lead Communities Selection Committee at the JCCA, 3:00 p.m.
- D. Tuesday, August 25 - 9:30-3:30 - CIJE Board at UJA/Federation

The following agenda will be considered and revised as the meeting approaches:

Assignment

- | | |
|---|------------------|
| 1. Presentation by Lead Communities Selection Committee and decision on final choices. | Chuck Ratner |
| 2. Outline of lead community content. | Lay person ? |
| 3. Presentation of Gamoran project. | (?) |
| 4. Update on Best Practices. | Barry Holtz |
| 5. Discussion of Jewish education by heads of training institutions, specific subject to be determined. | |
| 6. Possible presentation on funding. | Arthur Naparstek |
| 7. D'Var Torah | (?) |
- E. Tuesday, August 25 - 3:00-5:00 - Critique of meeting - UJA/Federation
 - F. Tuesday, September 22 - Senior Policy Advisors

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER AGK

DATE 7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		SE	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		SE	7/10/92	7/24/92	
3.	With Steering Committee members, develop ideas for a CIJE forum at the GA.		SE	6/26/92	7/24/92	
4.	Revise a six-month plan for communication of CIJE activities.		SE	6/12/92	7/24/92	
5.	Develop a first draft description of possible programs for implementation in lead communities and a cost range for each.		SE	2/4/92	7/24/92	
6.	Develop an outline for a preliminary plan to prepare seminaries, continental agencies, and people at general universities to gear up to support lead communities.		SE	2/4/92	8/5/92	
7.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. Gerald Cohen b. Arthur Green c. Neil Greenbaum d. Tim Hausdorff e. Mark Lainer f. S. Martin Lipset g. Matthew Maryles		SE		8/15/92	
8.	Work with AJN to develop a proposal to the Cummings Foundation for full funding of Best Practices for review by the Steering Committee.		SE	2/18/92	8/18/92	
9.	With AH, prepare outlines of content and rationale for identified themes and program areas in Lead Communities.		SE	6/26/92	TBD	
10.	With AJN, plan to meet with Susan Crown.		SE	7/10/92	TBD	

- ☐ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER AGK

DATE 7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		SF	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		SF	7/10/92	7/24/92	
3.	Direct comments on the communication plan to SE.		SF	7/10/92	7/24/92	
4.	Recommend action plan for first year's work in lead communities.		SF	6/12/92	7/24/92	
5.	Send Hirschhorn proposal to Steering Committee for review.		SF	3/8/92	7/24/92	
6.	With AH, check to see if Shulamit Aloni would be an interesting speaker for a CIJE forum at the GA.		SF	7/10/92	8/15/92	
7.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF		8/15/92	
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	8/25/92	



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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	AGK
DATE	7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		AH	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		AH	7/10/92	7/24/92	
3.	Direct comments on the communication plan to SE.		AH	7/10/92	7/24/92	
4.	Prepare a work and management plan for CIJE for the next 4 months and beyond.		AH	4/15/92	7/24/92	
5.	Work with AR on preparation of a draft annual operating budget.		AH		7/24/92	
6.	Recommend action plan for first year's work in lead communities.		AH	6/12/92	7/24/92	
7.	Prepare a proposal for a fall seminar for lay and professional leadership of the lead communities.		AH	7/10/92	8/15/92	
8.	With SF, check to see if Shulamit Aloni would be an interesting speaker for a CIJE forum at the GA.		AH	7/10/92	8/15/92	
9.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Ismar Schorsch		AH		8/15/92	
10.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

AGK

DATE

7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		SHH	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		SHH	7/10/92	7/24/92	
3.	Direct comments on the communication plan to SE.		SHH	7/10/92	7/24/92	
4.	Contact Marty Kraar to find out who serves on the CJF Jewish Continuity Committee.		SHH	5/3/92	7/24/92	
5.	Work with Steering Committee to develop an appropriate CIJE-sponsored presentation for the CJF General Assembly.		SHH	6/12/92	7/24/92	
6.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Norman Lipoff b. Charles Ratner c. Bennett Yanowitz		SHH		8/15/92	

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☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER AGK

DATE 7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		MLM	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		MLM	7/10/92	7/24/92	
3.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	6/26/92	8/15/92	
4.	Talk to Leslie Wexner about CIJE funding.		MLM	1/20/92	TBD	
5.	Talk with Ratner family about CIJE funding.		MLM	1/20/92	TBD	
6.	Develop a plan to get Ludwig Jesselson more involved in CIJE funding.		MLM	2/18/92	TBD	
7.	Develop a plan to approach Lester Pollack about CIJE funding.		MLM	2/18/92	TBD	
8.	Consider the following persons for CIJE board membership: a. Rachel Cowan b. Eli Evans c. Doug Goldman		MLM	9/17/91	TBD	

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER AGK **DATE** 7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		AJN	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		AJN	7/10/92	7/24/92	
3.	Direct comments on the communication plan to SE.		AJN	7/10/92	7/24/92	
4.	Set up a meeting with Ron Wolfson of the Whizin Foundation.		AJN	7/10/92	8/1/92	
5.	Prepare a strategy paper for clustering foundations and bringing them together for informational meetings.		AJN	6/26/92	8/18/92	
6.	Work with Steering Committee to establish priorities and determine approaches to foundation development.		AJN	6/12/92	8/18/92	
7.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Mandell Berman b. Maurice Corson (with HLZ) c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky		AJN	6/26/92	8/15/92	
8.	With SE, plan to meet with Susan Crown.		AJN	7/10/92	TBD	

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SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

AGK

DATE

7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review Israel Youth Trip Program with Charles Bronfman.		AR	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		AR	7/10/92	7/24/92	
3.	Direct comments on the communication plan to SE.		AR	7/10/92	7/24/92	
4.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Charles Bronfman b. Melvin Merians c. Lester Pollack d. Esther Leah Ritz		AR	6/26/92	8/15/92	
5.	Discuss suggestion for a staff seminar with SF and AH.		AR	7/10/92	8/15/92	
6.	Develop budget based on work plan being prepared by AH.		AR	7/10/92	8/15/92	



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SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER AGK

DATE 7/15/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with AR suggestions for handling the funding issues within the prospective lead communities.		HLZ	7/10/92	7/24/92	
2.	Review assignments. If there are changes, contact AGK.		HLZ	7/10/92	7/24/92	
3.	Direct comments on the communication plan to SE.		HLZ	7/10/92	7/24/92	
4.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. John Colman b. Maurice Corson (with AJN)		HLZ		8/15/92	
5.	Follow up with Maurice Corson about Wexner Foundation CIJE funding.		HLZ	2/18/92	TBD	

MINUTES: CIJE Steering Committee

DATE OF MEETING: July 28, 1992

DATE MINUTES ISSUED: July 30, 1992

PARTICIPANTS: Morton L. Mandel, Chair, Seymour Fox, Annette Hochstein,
Stanley B. Horowitz, Virginia F. Levi (Sec'y),
Arthur J. Naparstek, Arthur Rotman, Henry L. Zucker

COPY TO: Shulamith Elster, Stephen H. Hoffman

I. Plans for August 25 Board Meeting

A. Attendance

It was reported that we have twelve positive responses and eight negative responses for attendance at the August 25 board meeting. Eleven board members have not yet responded. As camper contacts are made, attendance should be confirmed and encouraged. VFL will distribute a list of responses to date.

B. Camper Contacts

Steering Committee members were reminded that camper contacts should be made now and reports submitted to VFL. Anyone who wishes assistance in scheduling meetings should contact VFL.

C. Agenda

1. Selection of Lead Communities

It was suggested that this item be placed at the end of the day, as the culmination of the day's discussions. Immediately prior to the presentation of the recommendations of the Lead Communities Selection Committee, we may wish to have 1) a description by a member of the committee of the experience of participating in a site visit and 2) a brief presentation by someone from one of the communities visited, describing the visit from the community's perspective.

2. Outline of Lead Community Content

This presentation will be based on AH's memo describing lead communities at work. This may be supplemented by suggestions which have come up during community site visits. The presenter remains to be determined.

3. A presentation will be made on the Gamoran project. Gamoran's three-year outline will be distributed, without budget, in advance of the meeting. The presenter remains to be determined.
4. Barry Holtz will prepare a summary of his work by August 5 for distribution in advance of the meeting. He will make a presentation on the Best Practices project at the meeting.
5. The three heads of the training institutions have been invited to make presentations on their plans for the training of Jewish educators. It was suggested that we may not wish to have presentations by all three at one meeting. This is to be discussed further. It was noted that Ismar Schorsch will not be attending the meeting.

6. D'Var Torah

VFL will prepare a list of people who have given concluding remarks at previous board and Commission meetings. This, along with a list of expected attendees, will help us in selecting a person to give the D'Var Torah.

- D. It was suggested that the following items be mailed in advance to board members:

1. Cover letter to be drafted by AR.
2. Monitoring, evaluation and feedback three-year plan minus the budget--already prepared.
3. Holtz paper on best practices to be drafted by August 5.
4. List of lead community finalists visited, including CIJE visitors to each community.

II. Lead Community Update

The final site visit is scheduled for August 6. On August 11, MLM, AR, and Chuck Ratner will meet to discuss issues of financing and to review preliminary results of the visits. At the August 18 Steering Committee meeting, we will plan to talk in depth about final selection.

It was noted that the site visits have, in many cases, served to advance the local process. Participating board members are also finding the experience uplifting.

A final meeting of the Lead Communities Selection Committee is scheduled for 3 p.m. on August 24 at JCCA. VFL will follow up with committee members to ensure their attendance.

Assignment

III. Plans for the GA

Assignment

It was agreed that we should consider inviting David Hartman to speak at the forum set aside for our use. AR will discuss this further with MLM before extending an invitation. We might ask him to describe CIJE as an example of the sort of effort called for by the results of the CJF Study. It was noted that we should be sure that Hartman is not already scheduled for another slot at the GA.

It was agreed that we will consider the possibility of a panel of lead community leaders or seminary heads to respond to Hartman.

IV. Foundation Development

AJN reported on plans to focus on a small number of non-Jewish foundations. He indicated that the Lilly Foundation has indicated a willingness to consider proposals on religion and education. The Spencer Foundation may be interested in supporting best practices work; SF is familiar with this foundation and will work with AJN. In addition, the Endowment for the Humanities and the Office of Private Education of the Office of Education are prime targets.

Secondary targets include the Ford and Kellogg Foundations. It will be important to show them how our work could be applicable to general education.

It was suggested that we may wish to postpone a presentation to the board on fundraising activities until the next meeting. We may wish to be cautious about building expectations of funding from the general foundation world and should be careful not to take the pressure off our board members.

Assignment

It was suggested that a meeting be scheduled for AR, AJN, SF, and AH to discuss funding issues on August 18 or 19.

Assignment

SF reported on his meeting with David Hirschhorn. He gave Hirschhorn the Gamoran proposal without the budget and received a positive response. SF will send the budget by July 31 and has a meeting scheduled for August 24. We may wish to set a meeting of SF and MLM with Mr. Hirschhorn during the day of the board meeting.

- V. The next meeting of the CIJE Steering Committee was confirmed for 7:30 a.m. on Tuesday, August 18.



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. Gerald Cohen b. Arthur Green c. Neil Greenbaum d. Tim Hausdorff e. Mark Lainer f. S. Martin Lipset g. Matthew Maryles		SE		8/15/92	
2.	Discuss with AR next steps for implementation of programs in lead communities.		SE	2/4/92	8/17/92	
3.	Revise a six-month plan for communication of CIJE activities.		SE	6/12/92	8/18/92	
4.	Consult with AJN on a proposal to the Cummings Foundation for full funding of Best Practices for review by the Steering Committee.		SE	2/18/92	8/18/92	
5.	Develop an outline for a preliminary plan to prepare seminaries, continental agencies, and people at general universities to gear up to support lead communities.		SE	2/4/92	8/21/92	
6.	With AJN, plan to meet with Susan Crown.		SE	7/10/92	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize proposal to Hirschhorn and discuss with Steering Committee.		SF	3/8/92	7/31/92	
2.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF		8/15/92	
3.	Meet with AR, AJN and AH to discuss funding issues.		SF	7/28/92	8/19/92	
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	8/25/92	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a proposal for a fall seminar for lay and professional leadership of the lead communities.		AH	7/10/92	8/15/92	
2.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Ismar Schorsch		AH		8/15/92	
3.	Meet with AR, AJN and SF to discuss funding issues.		AH	7/28/92	8/19/92	
4.	Work with AR on preparation of a draft annual operating budget.		AH		8/31/92	
5.	Prepare a paper summarizing the components of profession building and suggest where to begin.		AH	10/21/91	TBD	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	HOFFMAN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact Marty Kraar to find out who serves on the CJF Jewish Continuity Committee.		SHH	5/3/92	7/31/92	
2.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH		8/15/92	
3.	Work with Steering Committee to develop an appropriate CIJE-sponsored presentation for the CJF General Assembly.		SHH	6/12/92	8/31/92	

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

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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow up with Lead Communities Selection Committee members to ensure their attendance at August 24 meeting.		VFL	7/28/92	7/31/92	
2.	Work with SF and MLM to schedule a meeting with David Hirschhorn on August 25.		VFL	7/28/92	8/8/92	





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

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Meet with AR and Charles Ratner on 8/11 to discuss suggestions for handling the funding issues within the prospective lead communities and to review preliminary results of the site visits.		MLM	7/10/92	8/11/92	
2.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	6/26/92	8/15/92	
3.	Talk to Leslie Wexner about CIJE funding.		MLM	1/20/92	TBD	
4.	Talk with Ratner family about CIJE funding.		MLM	1/20/92	TBD	
5.	Develop a plan to get Ludwig Jesselson more involved in CIJE funding.		MLM	2/18/92	TBD	
6.	Develop a plan to approach Lester Pollack about CIJE funding.		MLM	2/18/92	TBD	
7.	Consider the following persons for CIJE board membership: a. Rachel Cowan b. Eli Evans c. Doug Goldman		MLM	9/17/91	TBD	

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

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL: a. Mandell Berman b. Maurice Corson (with HLZ) c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky		AJN	6/26/92	8/15/92	
2.	Prepare a strategy paper for clustering foundations and bringing them together for informational meetings.		AJN	6/26/92	8/18/92	
3.	Meet with AR, AH and SF to discuss funding issues.		AJN	7/28/92	8/19/92	
4.	Set up a meeting with Ron Wolfson of the Whizin Foundation.		AJN	7/10/92	9/1/92	
5.	Work with Steering Committee to establish priorities and determine approaches to foundation development.		AJN	6/12/92	ongoing	
6.	With SE, plan to meet with Susan Crown.		AJN	7/10/92	TBD	

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

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL **DATE** 7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review Israel Youth Trip Program with Charles Bronfman.		AR	7/10/92	7/24/92	
2.	Discuss with MLM inviting David Hartman to speak at the CIJE forum at the GA.		AR	7/28/92	7/31/92	
	Draft letter to accompany August 25 board materials.		AR	7/28/92	8/5/92	
3.	Meet with MLM and Charles Ratner on 8/11 to discuss suggestions for handling the funding issues within the prospective lead communities and to review preliminary results of the site visits.		AR	7/10/92	8/11/92	
4.	Contact the following board members in advance of the August 25 Board meeting and send brief report to VFL:		AR	6/26/92	8/15/92	
	a. Charles Bronfman b. Melvin Merians c. Lester Pollack d. Esther Leah Ritz					
5.	Meet with AJN, AH and SF to discuss funding issues.		AR	7/28/92	8/19/92	
6.	Develop budget based on work plan being prepared by AH.		AR	7/10/92	8/31/92	



PREMIER INDUSTRIAL CORPORATION

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

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☐ ACTIVE PROJECTS
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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STAFF

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 7/30/92

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the August 25 meeting and send brief report to VFL: a. John Colman b. Maurice Corson (with AJN)		HLZ		8/15/92	
2.	Follow up with Maurice Corson about Wexner Foundation CIJE funding.		HLZ	2/18/92	TBD	

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