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Steering committee. Minutes and assignments,  
March 1993–November 1993.

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MINUTES: CIJE Steering Committee

DATE OF MEETING: March 18, 1993

DATE MINUTES ISSUED: March 19, 1993

PRESENT: Stephen Hoffman, Ann Klein, Virginia Levi (Sec'y),  
Morton Mandel, Barry Reis

COPY TO: Seymour Fox, Annette Hochstein, Henry L. Zucker

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I. Purpose of Committee

The purpose of this committee is to coordinate and facilitate the work of CIJE. Over time, the committee will develop a regular modus operandi for CIJE.

Future meetings should include Seymour Fox and Annette Hochstein by telecon.

II. Administrative Needs

Ann Klein will serve as office manager for CIJE. Under her guidance, we will systematically develop policies and procedures. When we have a new secretary/bookkeeper, that person will be directly involved in implementation of many of the procedures.

AGK is preparing an operations manual with sections on general administration, travel, equipment and supplies, personnel, and communications. As we formalize our approach in each of these areas, the appropriate policies and forms will be distributed to CIJE staff and consultants.

With respect to travel, we are working toward an arrangement where one person at a selected travel agency will be responsible for handling all CIJE plane and hotel reservations.

III. Status of the Work with the Lead Communities

A. Atlanta

Discussion centered around the reluctance of Atlanta to move rapidly. This is of great concern to us. We will work with Atlanta to correct the situation.

There is an additional complication in Atlanta because they have been selected by the CRB Foundation as a CRB Lead Community and don't know how to respond. Barry Holtz spoke with Peter Geffen, director of the CRB project, in an effort to learn what is actually happening. He was frustrated with the "snow job" he got as a response. This is something to be considered further in the future.



B. Baltimore

Baltimore is in a better position than Atlanta because they are well staffed. They are trying to put us on their timetable, but CIJE is succeeding in moving them more quickly than they might like. We are shaping their style.

C. Milwaukee

Milwaukee is moving most quickly and our challenge is to keep up with the necessary materials and ideas. The relationship with Milwaukee seems to be working well.

D. Lay Involvement

It was noted that most of the work in the communities so far has involved staff with staff or, on occasion, staff with lay leaders. At some point MLM or perhaps Chuck Ratner should probably visit each community. It was suggested that this would provide the lay people in most communities with a sense of purpose and excitement.

It was suggested that at the next steering committee meeting a plan and timetable for lay involvement with each Lead Community be developed.

IV. Communication Needs

It was noted that a modest communication plan could be very beneficial for CIJE. This might involve the periodic publication of a newsletter, distribution of documents such as Stu Eizenstat's 1992 GA speech, and similar communications with various publics.

It was suggested that we consider hiring a consultant to work on this for a half to a full day each week. Ideally, this would be someone already familiar with Jewish education who could be up-trained and would be available to help strategize and make contacts with the media while keeping our various publics informed. Steering Committee members are encouraged to submit any suggestions to VFL.

It was agreed that VFL will now arrange to distribute the minutes of the Executive and Board meetings of February 25. Further consideration will be given to what distribution, if any, there should be of the minutes of the Annual Meeting.

Internal communication is being handled through a weekly telecon of CIJE staff.

There was some discussion of the possibility of using JESNA as a distributor of CIJE publications. It was agreed that there are advantages and disadvantages and that this will be considered further in the future.

V. Funding

- A. VFL will work with AJN on drafting grant proposals and arranging meetings with prospective funders. She will solicit reactions and involvement of others on the CIJE team as appropriate.
- B. When checks arrive from funders, BR will notify VFL who will prepare acknowledgements for MLM's signature.

VI. Personnel Needs

The need to seek a full-time executive for CIJE was discussed. It was suggested that the ideal candidate will probably not be interested in the organization until we are somewhat further along. It was suggested that we look for someone who would be available to carry us through the next couple of years until we are on firmer footing. One possibility might be for SF to identify someone from Israel who would be available to work with us here for two years.

Two names were raised as examples of the sort of person we might wish to consider: Carmi Schwartz or Alvin Schiff. It was suggested that members of the Steering Committee consider this and submit any names to MLM.

VII. Future Meetings

The following is a tentative schedule of future meetings, to be revised if they do not mesh with the schedules of SF and AH.

Thursday, April 15, 7:30 a.m.  
Thursday, May 13, 7:30 a.m.  
Thursday, June 17, 7:30 a.m.  
Friday, July 9, 7:30 a.m.  
Wednesday, August 4, 7:30 a.m.



MINUTES: CIJE Steering Committee

DATE OF MEETING: April 15, 1993

DATE MINUTES ISSUED: April 19, 1993

PRESENT: Morton L. Mandel, Chair, Seymour Fox, Annette Hochstein, Stephen Hoffman, Ann Klein, Virginia Levi (Sec'y), Barry Reis, Henry L. Zucker

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I. The minutes of March 18, 1993 were reviewed.

MLM indicated that he would have a draft of a policy and procedure on travel to discuss with SF and AH at their meeting on April 18.

SF will talk with MLM on April 18 about the status of fund development.

II. Lead Community Status Reports

- A. A seminar is planned for May 10-12 in Cleveland. The agenda is currently being developed in consultation with the Lead Communities. Representatives from the three Lead Communities and the three major denominational groups will be present at the seminar.
- B. Work has begun on the preparation of an educators survey. Shulamith Elster and Ellen Goldring met with representatives of Baltimore and Milwaukee to develop a first draft for review in Israel. The survey is to be administered in Milwaukee at the end of April and in Baltimore during May and a report is scheduled for release at the end of the summer. It is not yet clear how Atlanta will fit into this timetable, if at all.
- C. Shulamith Elster and Barry Holtz are working in each community to develop pilot projects and introduce the best practices concept.
- D. Baltimore is scheduling a formal launch of its commission for some time in June.
- E. Milwaukee's commission has been launched and a pilot project on best practices in supplementary schools is in the planning stages.
- F. Atlanta is holding its first commission meeting on April 20. Shulamith Elster, Ellen Goldring and Barry Holtz will be in Atlanta for that and related meetings.
- G. Discussion

It was noted that final authority for decisions related to CIJE rests with MLM. Any major decisions will be made by him.

Assignment

It was suggested that a PERT chart be developed on which clear milestones for CIJE are highlighted. This would provide a frame of reference relative to our ideal and would allow us to focus on areas of concern in each community.

It was noted that we should have a privately agreed upon vision. We can then adapt to the individual styles of the Lead Communities, as necessary, within our own frame of reference.

III. Activation of Board Committees

We have tentatively established the following three board committees:

<u>Committee</u>	<u>Chair</u>	<u>Staff</u>
Best Practices	John Colman	Barry Holtz
Lead Communities	Charles Ratner	Shulamith Elster
Monitoring, Evaluation and Feedback	Esther Leah Ritz	Ellen Goldring

It was noted that the ideal is for each committee to work closely with the related project and to make all but final decisions related to it. Given our current staffing situation, this would mean three more "bosses" with no clear guidance and could easily lead to confusion in the communities.

It was suggested that we move slowly, beginning by having AH brief each of the three committee heads. We would keep them informed and see if they can be involved in some way.

It was agreed that we will do nothing, for now, about inviting people to serve on these committees.

IV. Letter from Mel Merians and Fred Gottschalk

Reference was made to a letter dated March 2, 1993 from Fred Gottschalk and Mel Merians in which they note an absence of "the deliverers of Jewish education" in the governance structures of the three Lead Communities.

It was reported that CIJE has been working with the Conservative and Orthodox movements to develop a plan for involvement in the Lead Communities. The Conservative movement (JTS and United Synagogue) is prepared to participate at the appropriate time. Yeshiva University is also prepared to get involved, when appropriate. (There is no cohesive movement organization to bring into the process.)

The Reform movement has begun to work on a plan, but does not yet have a coordinated approach. The UAHC has hired Seymour Rosele to work on education issues. He and Sara Lee will be working together to develop an approach to the Lead Communities.



It was noted that the Merians/Gottschalk letter is correct in its statement that the Lead Communities are not involving the denominations centrally. CIJE should be working with the communities and the movements to orchestrate a cooperative effort.

It was noted that one item on the PERT chart discussed earlier would relate to the appropriate involvement of congregations. We will establish an ideal and compare it to the actual in each community.

It was suggested that denominational involvement is a top priority and should be given more emphasis at this stage in the process. It was suggested that we develop a list of generic and unique needs for each community and then do a prioritization for each. This is all part of the PERT chart process.

V. Organization Review

A. Status of Ukeles Involvement

It was noted that the Ukeles team had been very helpful to CIJE in preparing documents such as the program guidelines and planning guide. While we have no specific assignment for them at present, we may wish to turn back to them in the long run.

It was noted that, as a consulting firm, Ukeles & Associates has set aside time for CIJE and that we cannot simply walk away from the arrangement. It was concluded that SHH would talk with Jack Ukeles, indicating that we would like to keep him on the team but have no immediate assignments for him, and explore an interim financial arrangement that he would find fair.

Assignment

VI. Operations

Assignment

A. AGK will develop a system for preplanning conferences to clarify attendance and costs.

Assignment

B. HLZ is to call a candidate for executive director of CIJE who was recommended by Mel Merians. He will arrange for himself and SHH to interview this candidate in Cleveland. If he appears well qualified, we will ask Phil Bernstein to check his references.

Assignment

C. HLZ will prepare a list of CIJE consultants, their proposed duties, areas of engagement, direct supervisors, and means of involving them.

VII. Next Meeting

The next meeting of the CIJE Steering Committee is scheduled for Thursday May 13, 7:30 to 10:00 a.m. At that meeting we will discuss communications and consider organization review.

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

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**FUNCTION** CIJE STEERING COMMITTEE

**SUBJECT/OBJECTIVE** ELSTER ASSIGNMENTS

**ORIGINATOR/PROJECT LEADER**

VFL

**DATE**

4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Check with local educators to see that the educators survey is on target.		SE	3/31/93	4/20/93	
2.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	4/21/93	
3.	Get input from each Lead Community for agenda for May seminar.		SE	3/31/93	4/21/93	
4.	Arrange with Ellen Goldring and Roberta Goodman to meet with the Milwaukee group in May to provide oral feedback on work they have undertaken.		SE	3/24/93	4/21/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	4/21/93	
6.	Prepare a brief outline for SHH of progress in Baltimore.		SE	4/14/93	4/21/93	
7.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/30/93	
8.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	4/30/93	
9.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93		
10.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	TBD	





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 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	2/25/93		
2.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	4/23/93	
3.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	4/28/93	



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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft agenda for the May seminar and share with staff team.		AH	3/24/93	4/21/93	
2.	Finalize arrangements for the analysis of the Educators Survey data.		AH	4/14/93	4/30/93	
3.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
4.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
5.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
6.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
7.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	





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☐ ACTIVE PROJECTS  
☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a plan for involving denominations in each community in CIJE.		SHH	3/31/93	4/21/93	
2.	Talk with Jack Ukeles about his role with CIJE and an interim financial arrangement.		SHH	4/15/93	4/30/93	
3.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	5/5/93	
4.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93		



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☐ RAW MATERIAL  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/20/93	
2.	With Ellen Goldring and Claire Rottenberg, present MEF projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
3.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/29/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	





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

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	KLEIN ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		VFL	3/24/93	4/30/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
4.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
5.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
6.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
7.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93		
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"><li>a. Mandell Berman</li><li>b. Maurice Corson</li><li>c. David Hirschhorn (with SF)</li><li>d. Ludwig Jesselson (with MLM)</li><li>e. Henry Koschitzky</li></ul>		AJN	2/25/93		

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Lester Pollack		AR	2/25/93		







- ☐ ASSIGNMENTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL:  a. John Colman		HLZ	2/25/93		
2.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	4/28/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	

Attendance at the seminar was good, including the full time professional and two lay leaders of the Milwaukee project, the head planner and educator from Baltimore, and the professional in Atlanta assigned part time to this project as well as David Sarnat, Atlanta Federation Exec, for the second half of the seminar.

The seminar achieved an understanding of the need for ongoing conversations and resulted in an agreement to a series of meetings over the next twelve months to manage the process and to shape a common understanding. In addition to meetings of the central pros from each community, a schedule of three meetings to bring the lay and professional leaders of CIJE and the three communities together was established.

Assignment The importance of getting the message to a broader group of people was emphasized. It was reported that the participants in the seminar now understand the centrality of personnel development and community mobilization. It was suggested that this message should be disseminated more broadly. A list of people to receive a written communique and a draft of such a communique will be developed.

Assignment It was suggested that we invite a small group of people to meet with MLM at the Quarterly for an update. It was agreed that this will be arranged.

It was noted that the arrangements at Federation worked well and that the staff was extremely helpful.

### III. Review Draft CIJE PERT Chart

A. A Draft of a CIJE time line was presented and discussed. It was suggested that the time line be simplified to include only major headings and items with specific completion dates. A functional schedule should then be prepared to support each item with detailed logistics and an action plan.

Assignment It was suggested that VFL and AH develop a functional schedule for keeping our Board and Executive Committee members informed. This might include four letters per year to Executive Committee members, two letters per year to Board members, and Camper contacts, including the preparation of appropriate talk pieces. In addition, the chairs of the three committees should be briefed.

#### B. Lead Communities

Assignment It was reported that the Lead Communities are asking for our help in articulating local goals and a mission statement. It was suggested that if we can get the lay leaders in each Lead Community to work through goals, we will have moved this process forward significantly. It was noted that we need a mission statement for the Lead Communities project. AH will prepare a draft.



C. Monitoring, Evaluation and Feedback

There will be monthly meetings (probably telecons) to provide feedback to CIJE and each Lead Community. It was suggested that there should be a presentation on the project to the Executive Committee twice a year and that the chair of the Monitoring, Evaluation and Feedback Committee should report to the Board periodically. We expect to be ready to report at the February Board Meeting on both the qualitative and quantitative surveys on educators.

D. Local Staffing

It was reported that Alan Hoffman has identified several people about to enter the Senior Educators Program at the Melton Center who are available to move to a Lead Community following their year of study. The communities are being encouraged to hire these people before they begin the course so that they can spend the year preparing. In light of the slow pace at which the communities are moving, it was suggested that Steve Hoffman and Alan Hoffman confer by telephone with the chief professional of each community and encourage them to move this process along.

Assignment

Assignment  
Assignment

- E. AH will now prepare a second draft of the time line. She and VFL will work together to develop a plan to support each of the items on the chart. These will then be reviewed and prioritized.

IV. CIJE Organization Matters

A. Executive Search

It was reported that one candidate was to be interviewed on May 13 and that other names have been raised. It was suggested that AGK draft an ad for insertion in the New York Times, the Chronicle of Higher Education, and the Chronicle of Philanthropy. AGK will consult with Art Naparstek as she drafts the ad and will submit the draft to the CIJE Steering Committee for review.

Assignment

B. Best use of Barry Holtz

It was noted that when Shulamith Elster departs, there will be "a void at the end of the phone line." We need to help the Lead Communities implement programs within the context of a local wall-to-wall coalition.

Barry Holtz will serve as Chief Education Officer and will move content forward through implementation of the Best Practices and Pilot Projects. He will not be in a position to work with the Lead Communities on planning and organizing. In addition to the function Barry will perform, we need someone to help insure that each local commission is correctly composed, to provide guidance in setting the agenda of the local commissions, and to help the Lead Communities in



planning. In addition, there will be educational projects to be implemented in the Lead Communities for which we require coordination.

Several scenarios were proposed for filling these needs. It was concluded that SF would interview Gail Dorph with an eye toward her taking this on as a full time job. It was the sense of those who know her that she is clearly capable of implementing educational projects and that if she doesn't know planning, she could learn it.

Assignment  
Assignment

SF will interview the candidate on May 20. If he is satisfied with her candidacy, VFL will arrange for SBH, SHH, MLM, HLZ, and herself to talk with her.

Assignment  
Assignment

AGK will do a PNJ-1 for this position, which will be called Lead Communities Project Officer. SF and AH will write a job description to clarify the role of Barry Holtz.

#### C. Committee Structure

It was agreed that it is premature to appoint committees. However, the chairs of the three committees should be brought up to date and prepared to report to the Board at the August meeting. Their staff liaisons will prepare bullet points for them prior to the August 26 meeting. The committees' chairs and staff liaisons are listed below:

<u>Committee</u>	<u>Chair</u>	<u>Staff Liaison</u>
Best Practices	John Colman	Barry Holtz
Monitoring, Evaluation and Feedback	Esther Leah Ritz	Ellen Goldring
Lead Communities	Chuck Ratner	Ginny Levi/ Henry Zucker

#### V. Planning for August 26, CIJE Board Meeting

It was suggested that SF, HLZ, and VFL meet to prepare a first rough draft of an agenda for the August 26 Board meeting. This was done later in the day.

#### VI. CIJE Budget

Assignment

A first draft of a CIJE budget for the year beginning July 1, 1993 was reviewed. It was agreed that Ann Klein, Paul Moraco, Barry Reis, and Ginny Levi will meet to flesh out the draft, providing more itemization. The budget will not include occupancy or salaries.





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <p>a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles</p>		SE	2/25/93		



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
2.	Interview Gail Dorph for position working with Lead Communities.		SF	5/19/93	5/20/93	
3.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	5/28/93	
4.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/28/93	
5.	With AH, write a job description for Barry Holtz.		SF	5/19/93	6/01/93	
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
2.	With SF, write a job description for Barry Holtz.		AH	5/19/93	6/1/93	
3.	With VFL, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		AH	5/19/93	6/10/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
5.	With VFL, develop a functional schedule for keeping Board and Executive members informed.		AH	5/19/93	6/15/93	
6.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
7.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93		
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	5/28/93	
3.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
4.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make additional assignment sheet to list proposal submitted to CIJE.		VFL	5/19/93	5/21/93	
2.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
3.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
4.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
5.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
6.	With AH, develop a functional schedule for keeping Board and Executive members informed.		VFL	5/19/93	6/15/93	
7.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph if SF is satisfied with interview.		VFL	5/19/93	6/17/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/01/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
10.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93		
2.	Establish a finance committee.		MLM	4/7/93	6/30/93	
3.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE OPEN GRANT REQUESTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	CLAL					
2.	Torah Umesorah					
3.	National Board of License					
4.	Terry Bookman (Milwaukee)					
5.	CAJE					



MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: JUNE 17, 1993

DATE MINUTES ISSUED: JUNE 18, 1993

PRESENT: Seymour Fox, Annette Hochstein, Stephen Hoffman, Ann Klein, Virginia Levi, (Sec'y), Morton L Mandel, Chair, Henry L. Zucker

COPY TO: Barry Reis

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I. The minutes of May 13 were reviewed.

- Assignment A. MLM reported a conversation with Erica Jesselson in which she noted the deep interest her husband had expressed in the work of CIJE. The implication was that she will carry on that interest. It was noted that she should be an important person on our list of supporters. We may wish to consider her or her son for membership on the CIJE board. MLM intends to see her in New York and will follow up.
- Assignment B. The development of a CIJE time line and action plan will become the responsibility of Alan Hoffman. ARH will advise him as he takes over this responsibility.
- Assignment C. VFL will prepare a matrix of current and potential funders, the CIJE staff person responsible for working with each funder, and the status. A similar matrix will be developed for funding requests submitted to CIJE.
- Assignment D. ARH has drafted a position description for the chief education officer. VFL will distribute this to the people scheduled to interview Gail Dorph.
- Assignment An organization chart should now be developed to clarify relationships and include a short explanation of duties for each of the people working for CIJE.

II. Plans for August 26, CIJE Board Meeting

A. Executive Committee

The proposed agenda was reviewed. It was agreed that a report on development will depend on whether we have concrete results, e.g. a Blaustein gift or a Jim Joseph gift, to report.

The proposed work plan might be presented by Alan Hoffman, depending on whether his appointment has been announced.

B. Progress Report

1. MLM will make introductory remarks and will introduce Alan Hoffman. His remarks will include the role of CIJE in funding. Hoffman's remarks might include the introduction of Gail Dorph and the distribution of an organization chart.
2. Report on work in the Lead Communities

Assignment

HLZ and VFL will work with Chuck Ratner to prepare him to make the report on the Lead Communities.

It was recommended that the lay and professional leaders of the three Lead Communities be invited to attend the board meeting. We should include in the agenda responses by each community to the Ratner presentation.

3. Monitoring, Evaluation & Feedback Report

Ellen Goldring will prepare Esther Leah Ritz to make the introduction to this report. The report itself will include an update on the project by Adam Gamoran and a brief report on the educators survey by Ellen Goldring.

4. Update on Best Practices and Pilot Projects

Barry Holtz will prepare John Colman to make the introduction, followed by a report which Barry will give.

C. Announcement of Alan Hoffman's appointment

Assuming the negotiations which are currently underway are successful, it was suggested that the following steps be taken:

1. Hold a meeting of the executive search committee by telecon for their approval.
2. Hold a meeting of the executive committee by telecon for their consideration of the appointment and at least one other agenda item, to be determined.
3. Send an announcement to the board members prior to the August meeting.

D. Communications

Assignment

1. VFL will prepare a letter now asking people to indicate their attendance plans.

Assignment

2. VFL and ARH will work together on a written progress report to be sent in early August.



### III. CIJE Board Membership

Assignment

A memo from SHH reporting the recommendation of David Sarnat to replace Gerald Cohen with Jay Davis was discussed. It was concluded that SHH should call Sarnat for more information about Davis, after which an invitation will be issued.

### IV. Lead Communities Update

It was noted that the only community actively working at present is Milwaukee. While the other two communities are heading in the right direction, the process is going slowly.

It was suggested that when we have more regular staff involvement, we can expect things to go more smoothly. It would be unrealistic to expect a change of culture to occur quickly and easily.

### V. Upcoming Seminars

A staff seminar is being planned for mid July in Jerusalem. SW is working on the scheduling.

A seminar of the Lead Communities is scheduled for late August in the States. VFL and SW are working on identifying an appropriate date and location.

### VI. Update on CJF Continuity Commission

Assignment

- A. MLM reported on a meeting he had with Marvin Lender, chair of the CJF commission on Jewish continuity. It was apparent that we have much to do in bringing the national lay community up to date on the work of our Commission and CIJE. It was concluded that Lender will not proceed with the CJF commission until he and MLM talk again about how their work and ours can complement each other.
- B. It was suggested that Lender be invited to serve on the CIJE board. VFL and HLZ will draft a letter inviting him to serve and providing him with background information.
- C. SHH reported on conversations with Marty Kraar. He noted that Federation staff are generally not well informed about Jewish continuity. This commission was formed as a reaction to the data from the CJF survey. Marty is now aware of the pitfalls of this approach. He, too, is anxious to find a way to work cooperatively with CIJE.
- D. It was concluded that this situation provides us with an opportunity to find a way for CIJE and CJF in work in concert. It was suggested that SHH advise Alan Hoffman about this situation and how to proceed.

Assignment

VII. Operations

A. Torah U'mesorah

Assignment

It was agreed that VFL will draft a letter to Rabbi Fishman informing him that we generally like the idea of his proposal for teacher training and that we have asked Shmuel Wygoda to work with him.

- B. VFL will prepare a list of open major proposals for support of projects in the area of Jewish education. A review of this list will be included on the agenda of the CIJE steering committee.
- C. Final arrangements for Shulamith Elster's termination of employment were discussed. VFL will inform her of the outcome.





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Conduct a needs assessment on leadership in the Lead Communities.		SE	6/16/93	6/25/93	
2.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/30/93	
3.	Brief David Teutsch, new CIJE board member.		SE	6/16/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Gerald Cohen - done b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer - done g. S. Martin Lipset (with SF) - done h. Matthew Maryles		SE	2/25/93	7/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with BH next steps on the Best Practice project.		SF	5/28/93	6/23/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	6/23/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	6/25/93	
2.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		ARH	5/19/93	6/30/93	
3.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	6/30/93	
4.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	6/30/93	
5.	With VFL, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		ARH	5/19/93	6/30/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/1/93	
7.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
9.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARH	2/25/93	7/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With ARH, prepare time line and action plan for CIJE.		AH	6/17/93	8/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Darrell Friedman about the importance of assigning someone full time to staff Baltimore project and related concerns about Baltimore's commitment. Propose 6/25 meeting with SF & AH in Jerusalem.		SHH	6/1/93	6/23/93	
2.	Call D. Sarnat for details on Jay Davis.		SHH	6/17/93	6/23/93	
3.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:		SHH	2/25/93	7/15/93	
5.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.  a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	5/19/93	7/15/93	
6.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
7.	Advise A. Hoffman about the CJF continuity commission and suggest an approach.		SHH	6/17/93	8/25/93	
8.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	

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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93	6/23/93	
2.	Complete meeting attendance form for CAJE conference.		BH	6/8/93	6/23/93	
3.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93	6/25/93	
4.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	6/30/93	
5.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/93	
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
7.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
8.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	

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**FUNCTION** CIJE STEERING COMMITTEE

**SUBJECT/OBJECTIVE** LEVI ASSIGNMENTS

**ORIGINATOR/PROJECT LEADER**

VFL

**DATE** 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a letter to board members asking August 26 attendance plans.		VFL	6/17/93	6/25/93	
2.	With HLZ, draft a letter inviting M. Lender to serve on Board.		VFL	6/17/93	6/25/93	
3.	Draft a letter to Rabbi Fishman on the status of his proposal.		VFL	6/17/93	6/25/93	
4.	With ARH, develop a functional schedule for keeping Board and Executive Committee members informed.		VFL	5/19/93	6/30/93	
5.	With ARH, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		VFL	5/19/93	6/30/93	
6.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/1/93	
7.	Prepare a matrix of current and potential funders and staff assignment.		VFL	6/17/93	7/9/93	
8.	Prepare a matrix of pending grant requests.		VFL	6/17/93	7/9/93	
9.	With ARH, draft a written progress report to be sent to the board in early August.		VFL	6/17/93	8/1/93	
10.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/1/93	
11.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	7/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93	7/15/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	

MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: July 9, 1993

DATE MINUTES ISSUED: July 13, 1993

PRESENT: Annette Hochstein, Stephen Hoffman, Ann Klein,  
Virginia Levi, (Sec'y), Morton L. Mandel, (Chair),  
Shmuel Wygoda, Henry L. Zucker

COPY: Seymour Fox, Barry Reis

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I. Master Schedule Control

The master schedule control was reviewed and the next steering committee meeting was rescheduled to 7:30 a.m. on Thursday, August 12. Dates for future meetings will be proposed in writing.

II. The minutes and assignments of June 17 were reviewed.

- A. It was concluded that there is no need to prepare a formal organization chart at this time.
- B. ARH will notify VFL as soon as it is all right to "go public" about the appointment of Alan Hoffmann. At that point, VFL will arrange a joint telecon of the Executive and Search committees to review staffing issues and to provide a quick update on the work of the Lead Communities, checking dates first with Charles Bronfman, Corky Goodman, Mel Merians and Lester Pollack. VFL will prepare biographical summaries of Alan Hoffmann, Gail Dorph, Barry Holtz, Adam Gamoran and Ellen Goldring. In consultation with SHH, VFL will prepare a talk piece on the Lead Communities.

Assignment  
Assignment

Assignment

- C. VFL will ask David Sarnat to follow up with Jay Davis about the invitation to serve on the CIJE board.
- D. Shmuel Wygoda has a meeting scheduled with Joshua Fishman of Torah Umesorah in August to discuss their grant proposal.

III. August 26 Meeting Plans

The draft agendas for the executive committee and board meetings were reviewed. No revisions were recommended.

VFL will prepare letters from MLM to John Colman, Chuck Ratner and Esther Leah Ritz asking them to make presentations at the board meeting.

Assignment



IV. CIJE Representation on Advisory Council to Joint Authority for Jewish/Zionist Education

Shulamith Elster represented CIJE with this group. After discussion, it was concluded that there is public relations value in having CIJE represented. We will propose to Alan Hoffmann that he assign Gail Dorph to serve as CIJE representative.

V. Use of Educators' Survey

Assignment

ARH will prepare a recommendation for a policy on the use of materials and data generated by CIJE. It was suggested that CIJE be as inclusive as possible while taking full credit for its work. The issue of quality of use will be considered.

VI. CIJE Budget

It was agreed that the proposed 1993-1994 budget will be distributed to the executive committee at the August 26 meeting. It may be referred to at the board meeting, but will not be distributed.

VII. Operations

A. New York office space

Assignment

AGK will call Barry Holtz, ask him to provide her with any suggestions he has for the use of office space in New York, and indicate that no decisions will be made without his full involvement and sign-off. BH is not to do any actual checking of space himself.

Assignment

SHH is looking into the availability and cost of space at UJA/Federation. This would be our first choice. Other possibilities include JCC Association, the American Jewish Committee, the New American Jewish Congress.

B. It was reported that David Sarnat of Atlanta and Rick Meyer of Milwaukee do plan to attend the August 26 board meeting. Darrell Friedman will be on vacation and unavailable to attend. It was agreed that Chaim Botwinick should be encouraged to attend in his place. Reference to the reason for Friedman's absence should be made at some point during the meeting.

Assignment

C. HLZ will work with AJN to arrange a meeting for the two of them with MLM on August 10 to discuss CIJE funding issues. AGK will advise HLZ of open times. In addition, AJN will be invited to future meetings of the CIJE steering committee.

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

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	DORPH ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board member in preparation for August 26 meeting and send brief report to VFL:</p> <p>1. Billie Gold</p>		GD	6/30/93	7/15/93	7/15/93



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

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	7/31/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	2/25/93	8/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



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

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	HOCHSTEIN ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Notify VFL when it is OK to schedule search committee telecon.		ARH	7/9/93	7/15/93	
2.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	7/15/93	
3.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	7/31/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/31/93	
5.	Prepare a recommendation for a policy on the use of materials and data generated by CIJE.		ARH	7/9/93	8/12/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: <ul style="list-style-type: none"> <li>a. David Arnow</li> <li>b. Norman Lamm</li> <li>c. Esther Leah Ritz</li> <li>d. Ismar Schorsch</li> </ul>		ARH	2/25/93	8/15/93	
7.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	8/31/93	

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☐ ACTIVE PROJECTS  
☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	A HOFFMANN		
ORIGINATOR/PROJECT LEADER	VFL	DATE	6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With ARH, prepare time line and action plan for CIJE.		AH	6/17/93	8/15/93	



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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	S HOFFMAN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
2.	Encourage Howard Neistein to attend the Lead Communities seminar.		SHH	6/30/93	7/15/93	
3.	Explore availability and cost of office space at UJA/Federation .		SHH	7/9/93	7/30/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Charles Goodman b. Marvin Lender c. Norman Lipoff d. Charles Ratner e. Bennett Yanowitz		SHH	2/25/93	8/15/93	
5.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	TBD	
6.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	
7.	With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	TBD	





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FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with SF the advisability of involving each of the movements in the day school Best Practices project.		BH	6/30/93	7/15/93	
2.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	7/15/93	
3.	Brief David Teutsch, new CIJE board member.		BH	6/16/93	7/15/93	
4.	Prepare a progress report on Best Practices.		BH	6/30/93	8/1/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Gerald Cohen - done b. Susan Crown c. Neil Greenbaum d. Thomas Hausdorff e. Mark Lainer - done f. Matthew Maryles g. David Teutsch		BH	6/30/93	8/15/93	
6.	With SF and ARH, draft a job description for Barry Holtz.		BH	5/19/93	8/19/93	
7.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/15/93	
8.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
9.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	
10.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	KLEIN ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk to Barry Holtz about New York office space.		AGK	7/9/93	7/12/93	



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☐ FUNCTIONAL SCHEDULE

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FUNCTION	CIJE STEERING COMMITTEE	
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE 7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare Letters from MLM to J. Colman, C. Ratner and E. L. Ritz asking them to speak at August 26 meeting.		VFL	7/9/93	7/15/93	
2.	After receiving details from SW, arrange a telecon for Israeli team to discuss with the Baltimore staff the next steps in moving the project forward.		VFL	6/30/93	7/15/93	
3.	Ask David Sarnat to follow up with Jay Davis on board membership.		VFL	7/9/93	7/22/93	
4.	Schedule joint telecon of search and executive committees to consider Hoffman appointment; prepare bios on CIJE staff; draft talk piece on Lead Communities.		VFL	7/9/93	7/22/93	
5.	With SW, draft a written progress report to be sent to the board in early August.		VFL	6/17/93	8/1/93	
6.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	8/31/93	
7.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/1/93	
8.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
9.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	MANDEL ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	7/9/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in preparation for the August 26 meeting and send brief report to VFL.</p> <p>a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer</p>		MLM	2/25/93	8/15/93	
2.	Consider establishing a finance committee.		MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE WYGODA ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review the camper calls outline and related talking points and suggest Israeli team's revisions to VFL.		SW	6/30/93	7/6/93	
2.	Provide VFL with details on telecon for the Israeli team with Baltimore staff.		SW	6/30/93	7/6/93	
3.	Ask AG to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.		SW	6/30/93	8/1/93	
4.	With VFL, draft a written progress report to be sent to the board in early August.		SW	6/30/93	8/1/93	

MINUTES: CIJE STEERING COMMITTEE  
(In formation)

DATE OF MEETING: November 7-8, 1993

DATE MINUTES ISSUED: November 12, 1993

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These minutes reflect the deliberations which took place at a series of meetings in Cleveland on November 7-8, 1993. Participants varied from one segment to the next. Those participating in some or all of the deliberations include: Gail Z. Dorph, Stephen H. Hoffman, Alan D. Hoffmann, Barry W. Holtz, Virginia F. Levi, Morton L. Mandel, Henry L. Zucker.

I. Concerns and Issues Stemming from Work in Lead Communities

Gail Dorph, Barry Holtz and Alan Hoffmann were asked to reflect on their work with the Lead Communities during the past ten weeks and to list issues or concerns which they believe CIJE should consider. These issues became the backdrop for much of the discussion.

- A. What can we do to move the Lead Communities faster? Are we at risk if we do not move more quickly? How does this impact the lay community? Educators? Others?

Discussion on this set of questions suggested that CIJE has a certain set of expectations which may not be clear to the communities and which may have changed over time. The same is true of the communities' expectations of CIJE. It was suggested that many people believe in the importance of quick success, but noted that if there is clarity of goals and process, it is more important to do our best than to move hastily. As the CIJE process becomes more clear, it will generate local support.

- B. How does the CIJE staff generate enough time for planning?
- C. How do we move beyond the Lead Communities to our broader agenda: building the profession, community mobilization, setting a research agenda?

It was noted that many people perceive CIJE's agenda as limited to work in the three Lead Communities.

- D. How does CIJE staff make time for thinking and follow-through?



- E. There are concerns about the atmosphere/climate in which CIJE is working. This refers to the decision to work through Federations which, in many communities, have either no relationship or a poor relationship with educators, synagogues, national movements, etc.
- F. How do we get the CIJE story out within the Lead Community and to other selected targets? Who are the various targets?

It was noted that the CIJE staff finds itself asked to explain CIJE many times over in each community. The level of understanding of our work remains low.

- G. How do we appropriately involve future Jewish educators and rabbis who are now in training?
- H. What are the ways in which intermediaries can function optimally?
- I. How do we operate effectively with a CIJE staff which is not deeply experienced in community organization?
- J. What are the things which we clearly do and don't do?

In an initial discussion of the issues, it was noted that CIJE's ultimate goal is to bring about systemic change. As we proceed with work in the Lead Communities, we should consider redefining the process and how it meshes with desired outcomes.

- K. It was noted that in order for CIJE to be able to work effectively with a community, the following conditions must be present or cultivated:
  - 1. A committed Federation executive
  - 2. A high profile, powerful lay champion
  - 3. A quality full-time educator to staff the process

## II. CIJE Method of Operation

Discussion then turned to how CIJE should function to clarify and achieve our goals.

### A. Total Vision

We should begin work now to develop a vision of measurable outcomes we hope to achieve over the next ten years. This will be constantly reviewed and revised. It will guide us as we set priorities.

B. Annual Work Plan

What do we want to have accomplished by the end of 1994? The work plan must fit within the total vision as well as be based on our capacity. It should indicate who is to do what, by when.

Because the total vision is in the early stages of formation, the 1994 work plan will be something of a compromise.

C. Steering Committee

In addition to a Board and Executive Committee, we should establish a Steering Committee which will meet regularly as the core management unit of CIJE. Its composition will include the chair of CIJE and well as the chairs of board committees. It was suggested that the four core staff members serve on the steering committee along with the following consultants: Adam Gamoran, Steve Hoffman, Daniel Pekarsky and Henry Zucker.

The steering committee will be the core planning entity of CIJE. It will be responsible for strategic planning and management. Actual tactics will be managed at the staff level.

D. Committees of the Board

It was suggested that the way to engage board members more deeply in our work is to activate board committees. Every member of the board would be assigned to a committee which would be staffed by CIJE staff or consultants. Each committee should develop a total vision and work plan which contribute to the overall vision and work plan of CIJE.

Board meetings would be two-day affairs scheduled as follows:

Day One    10 a.m. to 4 p.m. - Steering Committee

              4 p.m. to 6 p.m. - Executive Committee

Day Two    8:30 a.m. to Noon - Committee Meetings

              Noon to 4 p.m.    - Luncheon and Board Meeting



In order to reflect the current "full vision" of CIJE, it was suggested that the committees be configured in the following way:

<u>Committee (and Responsibilities)</u>	<u>Chair</u>	<u>Staff</u>	<u>Related Organizations</u>
1. <u>Building the Profession</u> <ul style="list-style-type: none"><li>• Recruiting</li><li>• Career Development</li><li>• Seniors; Senior Seniors Developed</li><li>• Pre-service training</li><li>• Lead Communities</li></ul>	(MLM)	GZD (D. Pekarsky)	Training institutions CAJE
2. <u>Community Development</u> <ul style="list-style-type: none"><li>• 3-23</li><li>• Community support</li><li>• Foundation networking</li><li>• Managing relationship with CJF Commission</li><li>• Lead Communities</li></ul>	C. Ratner	ADH (SHH)	CJF JAFI ?
3. <u>Content and Program</u> <ul style="list-style-type: none"><li>• Program development</li><li>• Best Practices</li><li>• Goals</li><li>• Diffusion</li><li>• Communication</li><li>• Lead Communities</li></ul>	J. Colman	BWH (D. Pekarsky)	JESNA, JCCA
4. <u>Research, Monitoring</u> <ul style="list-style-type: none"><li>• Lead Communities</li></ul>	E. L. Ritz	A. Gamoran (E. Goldring)	

E. Campers

It was suggested that the process used with the Commission of staying in touch with members between meetings helped to ensure involvement and buy-in. It may be that committee staff members should serve as counselors to the members of their committees.

F. Two Lay Minyanim

It was suggested that we establish a goal of creating two core groups of approximately ten people each (not mutually exclusive) to



include board members who are particularly committed and willing to be active, as well as wealthy individuals willing to fund CIJE. It was noted that this will require a careful process of cultivation and may involve additions to the board.

The discussion that followed reflected an excitement over this new approach to the work of CIJE. It was noted that the time of staff members will have to be carefully allocated in order to accomplish the work necessary to move the committees forward while maintaining contact, probably on a less intense level, with the Lead Communities.

With respect to our work in Atlanta, Baltimore and Milwaukee, it was suggested that if the necessary conditions of a committed Federation executive, appropriate lay champion, and quality full-time educator are not present to our satisfaction, we should work with the communities to develop them. It was noted that the Lead Community concept is going to be CIJE's "signature" over the short term and that if we can succeed in one of the three, we could consider ourselves successful. In the long run, our ability to show what does not work will be as critical as showing what does.

It was concluded that our relationship with the three Lead Communities, as well as other communities, should remain on our agenda in the months ahead.

### III. Operationalizing the Proposed Method of Operation

Discussion during the next segment of the meetings focused on brainstorming how to move forward with this new concept.

#### A. What is the role of the committees in developing CIJE's total vision?

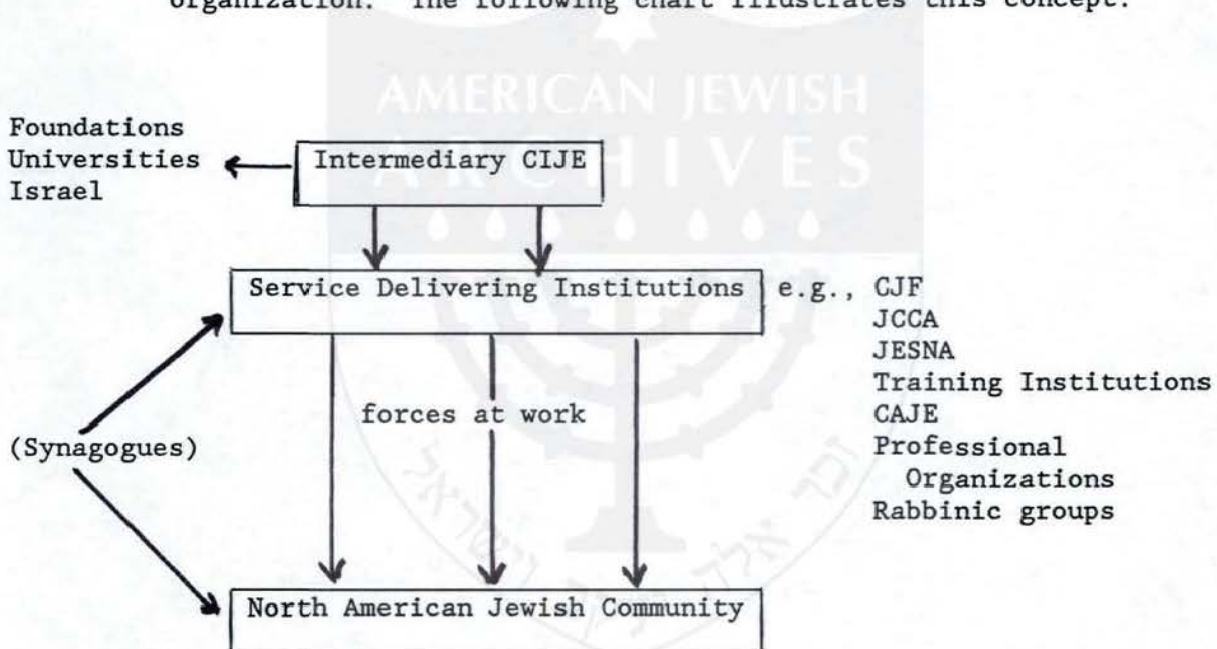
One approach to this is that the Steering Committee might prepare a first draft of a total vision, subdivided into the responsibilities of the individual committees, and that the committees could react to this. A second approach would be to ask the committees to develop a first draft for review and discussion by the Steering Committee. In either case, a draft of a total vision would eventually be presented to the board for its consideration and approval.

It was suggested that the mission statement drafted by Steve Hoffman at the inception of CIJE might serve as a starting point for a vision. A first meeting of the Steering Committee was tentatively scheduled for January 4 in Cleveland, at which point we should have a first draft of a vision for review.



Discussion then turned to the question of whether the vision should reflect outcomes we desire for the North American Jewish community or the outcomes to be sought for CIJE. It was suggested that the CIJE vision might be limited to institutional interventions or might reflect personal outcomes. If the latter, we would have to grapple with the wide range of personal outcomes represented by our board. The ultimate question seems to be "a total vision according to whom?"

When MLM joined the group later in the day, he suggested that we focus on the mission or outcomes for CIJE as an intermediary organization. The following chart illustrates this concept:



The job of CIJE as an intermediary is to facilitate the success of the service delivering institutions. We cause outcomes to occur through advocacy, research, forcing initiatives, energizing, and synergizing. Our outcomes relate to how the service delivering institutions behave. Our mission is related to the North American Jewish community to the extent that we impact a service delivering institution which, in turn, brings about change in the community.

It was suggested that we develop a definitive group of service delivering institutions with which we envision working and that this list be prioritized.

It was suggested that we are focusing our efforts on existing organizations which, in many cases, have not been effective. When

interventions do not fit neatly into the existing organizations, we may wish to consider causing other organizations to be formed. Another role may be to help change existing organizations.

This approach leads to the conclusion that our staff should play the role of advisor rather than that of service deliverer. If we or an organization identify an unmet need, our role should be to identify people who can meet that need.

#### IV. 1994 Dates

A series of dates was proposed for meetings in 1994. Alan will call John Colman, Chuck Ratner, and Esther Leah Ritz to invite them to serve on the Steering Committee and to give them the dates. Alan will also think further about staffing of the committees.

It was suggested that we establish a planning team for each committee comprised of the chair, two vice-chairs, and the staff person. This group would work together to plan the agenda for the committee.

The following time-table was proposed:

Assignment

A. By November 21, ADH will prepare a proposed list of board member assignments to committees.

Assignment

B. December, Alan will work to get the committee chairs on board.

C. January 4, first Steering Committee meeting in Cleveland - Discuss the mission and structure of committees.

D. January - April, each committee planning group will meet to prepare for a first committee meeting in April. Their goal is to be ready to work with the committee on a mission statement, first steps toward a total vision, and an annual plan.

E. March 16, second meeting of Steering Committee - Cleveland.

F. April 20-21, Board meeting.

April 20: 10 a.m. - 4 p.m. - Steering Committee  
4 p.m. - 6 p.m. - Executive Committee

April 21: 8:30 a.m. - Noon - Committee Meetings  
Noon - 4 p.m. - Lunch and Board Meeting

G. June 2, Steering Committee - New York

H. September 23, Steering Committee - New York



I. October 19 - 20, Board Meeting

J. November 21, Steering Committee - Cleveland

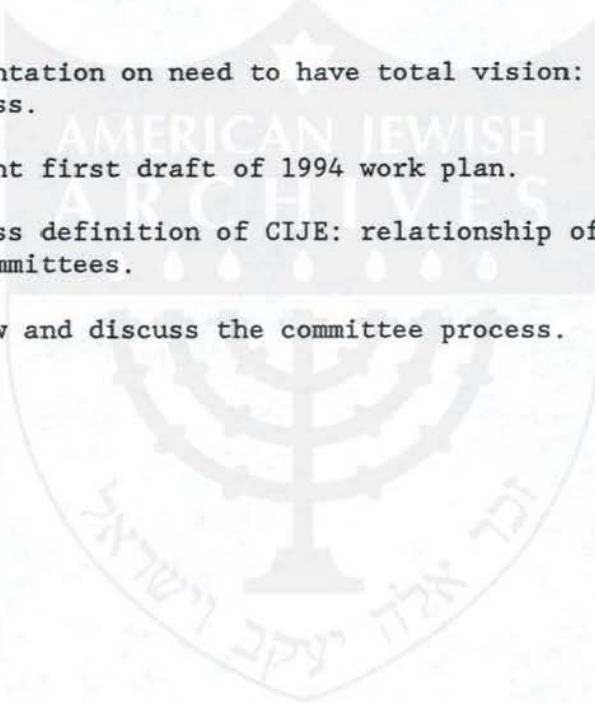
Assignment

It was agreed that Alan would manage the camper system with Steering Committee members. VFL will check board meeting dates with the list of critical participants.

Assignment

In preparation for the January 4 Steering Committee meeting, Alan will prepare a 1994 work plan. A tentative agenda of the January 4 meeting follows:

1. Presentation on need to have total vision: discuss concept and process.
2. Present first draft of 1994 work plan.
3. Discuss definition of CIJE: relationship of Steering Committee to committees.
4. Review and discuss the committee process.





PREMIER INDUSTRIAL CORPORATION

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

73890 (REV. 1/89) PRINTED IN U.S.A.

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 11/12/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a proposed list of board member assignments to committees.		ADH	11/7/93	11/21/93	
2.	Check board meeting dates with the list of critical participants.		VFL	11/7/93	11/30/93	
3.	Work to get the committee chairs on board.		ADH	11/7/93	12/20/93	
4.	Draft a 1994 work plan in preparation for the January 4 Steering Committee meeting.		ADH	11/7/93	12/20/93	

## ONE YEAR OUTCOMES

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- EDUCATORS SURVEY COMPLETED
- EDUCATORS SURVEY DISCUSSED
- PLANNING COMMITTEE PREPARES ACTION PLAN
- PERSONNEL SITUATION DISCUSSED IN COMMUNITY
- 2 - 4 PEOPLE IN FULL-TIME TRAINING
- IN-SERVICE PILOT PROJECT
- ISRAEL SEMINAR
- EDUCATORS INVOLVED
- ETC.



## 5 YEAR OUTCOMES (FOR STUDY)

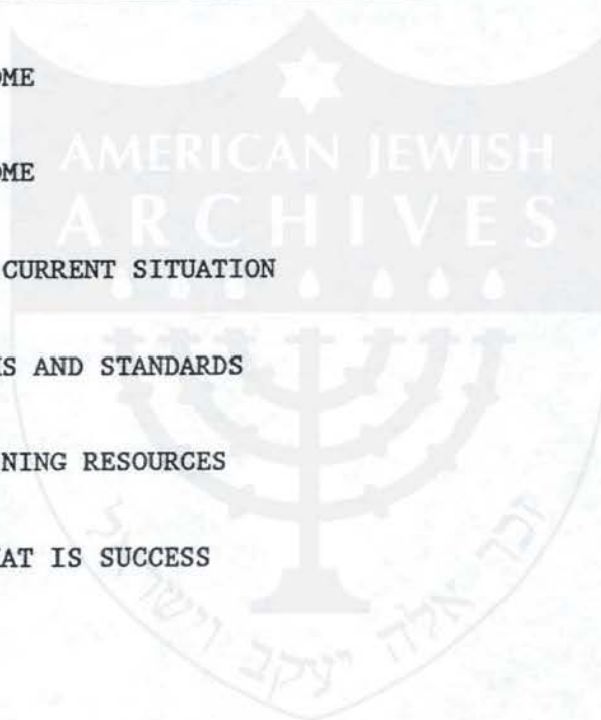
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- UNIVERSAL IN-SERVICE TRAINING
- ALL PERSONNEL; RAISED STANDARDS
- ONGOING FLOW OF PEOPLE-IN-TRAINING
- LEADERSHIP INVOLVEMENT
- MATERIAL ASPECTS DEALT WITH:
  - SALARY SCALE
  - UNIVERSAL BENEFITS
- PROFESSIONAL LIFE:
  - FULL-TIME
  - NETWORKING
  - BEST PRACTICES
  - ISRAEL EXPERIENCE

## PERSONNEL FOR LEAD COMMUNITIES

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- 5 YEAR OUTCOME
- 1 YEAR OUTCOME
- MAPPING THE CURRENT SITUATION
- SETTING NORMS AND STANDARDS
- MAPPING TRAINING RESOURCES
- CRITERIA: WHAT IS SUCCESS
- ACTION PLAN
- EVALUATION



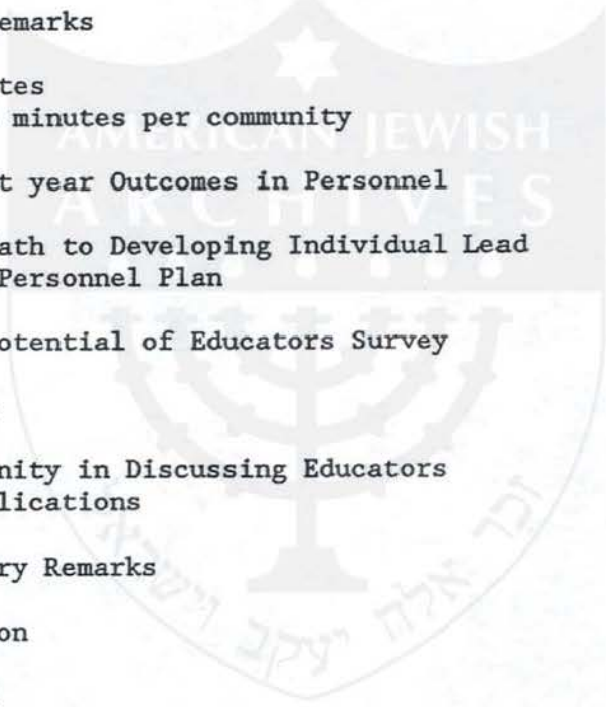
Towards a Lead Community Plan for Personnel

AGENDA

G. A. Montreal

Tuesday - Wednesday, November 16 - 17

Tuesday, November 16

- 
- I.     Introductory Remarks Alan Hoffmann
  - II.    Community Updates  
        Discussion: 10 minutes per community
  - III.   Projected First year Outcomes in Personnel
    - A.   Critical Path to Developing Individual Lead  
        Community Personnel Plan Barry Holtz
    - B.   Analytic Potential of Educators Survey Ellen Goldring
    - C.   Discussion
  - IV.    Engaging Community in Discussing Educators  
        Survey and Implications Alan Hoffmann
    - A.   Introductory Remarks
    - B.   Presentation
    - C.   Discussion

Wednesday, November 17

- V.     Preparing a Lead Community Personnel Action Plan Gail Dorph  
        Exercise: A First Cut Personnel Action Plan in our Community  
        Discussion
- VI.    Next Steps and Concluding Remarks Alan Hoffmann



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V. Preparing a Lead Community Personnel Action Plan Gail Dorph

Exercise: A First Cut Personnel Action Plan in our Community

Discussion

VI. Next Steps and Concluding Remarks Alan Hoffmann



TO REFLECT CURRENT "FULL VISION" OF CJE  
WE MUST TAKE A  
NEW LOOK AT COMMITTEES

	STAFF	RELATED GROUPS
LCA 1 - <u>Building the Profession</u> <u>PERSONNEL &amp; TRAINING</u> (MLM) acting chair <ul style="list-style-type: none"> <li>- RECRUITING</li> <li>- CAREER DEVELOPMENT</li> <li>- SENIORS ; SENIOR-SENIORS DEVELOP</li> <li>- PRE-SERVICE TRAINING</li> <li>- IN-SERVICE TRAINING</li> </ul>	- ADH? - <u>GAIL</u> ? - DAN P.	- TRAINING INSTITUTES - CASE?
2 - <u>COMMUNITY DEVELOPMENT</u> - Chuck Rosen <ul style="list-style-type: none"> <li>- <del>LEAD COMMUNITIES</del> Managing Relationship w/ CJE Commission</li> <li>- 3-23</li> <li>- COMMUNITY SUPPORT</li> <li>- FOUNDATION NETWORKING</li> </ul>	- <u>ADH</u> ? - GAIL? - SBH - DAN P.	- CF - JAFI? - SHH?
3 - <u>CONTENT &amp; PROGRAMS</u> - John Colman <ul style="list-style-type: none"> <li>- PROGRAM DEVELOPMENT</li> <li>- BEST PRACTICES</li> <li>- GOALS</li> <li>- DIFFUSION</li> <li>- COMMUNICATIONS</li> </ul>	- <u>BH</u> - DAN P.	- JESNA - JCCA
4 - <u>RESEARCH, MON &amp; EVAL</u> - ELR	- ADAM - ELLEN G	