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

Subseries 6: General Files, 1990–2000.

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9

Internal meeting notes, 1990-1998.

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

MEMO TO: Stephen H. Hoffman, David P. Kleinman
FROM: Virginia F. Levi *VF*
DATE: November 5, 1990
SUBJECT: Meeting of November 2, 1990 to discuss CIJE
COPY TO: Morton L. Mandel, Henry L. Zucker

Following is a summary of our discussion of steps necessary to launch the CIJE.

I. Council - Technical Arrangements

DPK was assigned to do the following:

- A. Visit CJF to look at space set aside for CIJE, to include three offices plus space for a secretary. He will determine when it is to be available and discuss financial details.
- B. Talk with Jon Woocher about plans to hire a secretary who might be shared by the Crown/JESNA project and CIJE.
- C. Talk with someone at CJF about the handling of day-to-day operations and budget matters.
- D. Find models that might be used for the drafting of governance documents.

II. CIJE Board

A. Structure

- 1. Chair - MLM
- 2. Honorary Chair - Max Fisher
- 3. Four Vice Chairs
 - a. Charles Goodman - CJF
 - b. Lester Pollack - JCCA
 - c. Neil Greenbaum - JESNA
 - d. Open - Possibilities include:
 - i. Charles Bronfman
 - ii. Lester Crown
 - iii. Matthew Maryles
 - iv. Bennett Yanowitz
 - v. Isadore Twersky
 - vi. Esther Leah Ritz

B. Potential Board Members

Following is a list of potential board members, to include representatives of ten foundations in addition to MAF, representatives of the three partner agencies, academics, community, etc.

1. Charles Bronfman
2. Lester Crown
3. Morton Mandel
4. Florence Melton
5. David Hirschhorn
6. Rachel Cowan
7. Eli Evans
8. Mona Ackerman
9. Steve Dobbs
10. Richard Scheuer
11. Max Fisher
12. Robert Arnow
13. Bennett Yanowitz/Neil Greenbaum - JESNA
14. Bill Berman/Charles Goodman - CJF
15. Lester Pollack - JCCA
16. Matthew Maryles
17. Irwin Field
18. Esther Leah Ritz
19. Isadore Twersky
20. Seymour Lipset
21. John Colman
22. Dan Shapiro
23. Bill Berman (?)
24. Mark Lainer

Other possibilities include:

1. An Orthodox foundation - (Jim Joseph?)
2. Representatives of the denominations - (SHH to discuss with SF)
3. Professionals

In addition, we may wish to find representatives from the South/Southeast and San Francisco.

This proposed list will be reviewed with CJF, JCCA and JESNA following further refinement.

III. Senior Policy Advisors

- A. The proposed list of senior policy advisors includes the following:

1. Marty Kraar
2. Art Rotman
3. Jon Woocher

4. Yitz Greenberg
5. Steve Solender
6. Alvin Schiff
7. Sara Lee
8. Josh Elkin
9. Dan Pekarsky
10. Barry Shrage
11. Robert Abramson
12. UAHC representative
13. Orthodox representative
14. Reconstructionist representative
15. Eliot Spack
16. Torah Umesorah representative
17. Jack Bieler
18. Richard Joel
19. Bernie Reisman

The group will also include the three CIJE professional staff people.

B. Function

This group will serve as advisors to CIJE staff. It will be chaired by the chief education or chief professional officer.

C. Purpose

1. Think through programmatic initiatives.
2. Provide contacts to other professional community members on specific projects and within areas of expertise.
3. Lay the groundwork for lead communities; help manage the lead community process.

The policy advisors may be organized in subcommittees by expertise or interest area. SHH will consult with Seymour Fox and Sara Lee about a representative from the Reform movement and with Seymour Fox and Alvin Schiff about a representative from the Orthodox/Yeshiva movement.

IV. First Steps

- A. Schedule meetings for the CIJE board in 1991 for January/February, June, and October/November, in New York.
- B. Issues to cover at the first meeting
 1. Approve budget
 2. Adopt mission statement

3. Prioritize Commission recommendations for CIJE action
4. Launch lead community process
5. Hire staff
6. Review technical contracts.

C. Timetable

1. Establish lead community criteria by June meeting
2. Identify potential lead communities by fall meeting for announcement thereafter
3. New chief professional officer identified and committed by fall meeting
4. Establish research agenda by December 1991



MEMO TO: Shulamith Elster, Stephen Hoffman, Henry L. Zucker
FROM: Virginia F. Levi *Jimmy*
DATE: June 12, 1991
SUBJECT: Highlights of our meeting of June 11, 1991
COPY TO: Morton L. Mandel

I. Senior Policy Advisor and Board Meeting Dates

- A. It was agreed that the senior policy advisors will meet on Sunday, August 18 at Hofstra University, prior to the CAJE conference. We talked about beginning at 10 a.m. and concluding at 4 p.m. (The earliest flight from Cleveland to LaGuardia arrives at 9:59 a.m. There is a 6:35 a.m. flight arriving at Kennedy at 8:07 a.m. We may wish to rethink the starting time.) VFL will work with Eliot Spack on logistics.
 - B. We will hold the CIJE board meeting on Thursday, August 29, with a preplan on Wednesday, the 28th and a debrief following the meeting on the 29th. Specific times remain to be determined.
- II. SHH will review the new draft position description for a CIJE executive director and will share it with SE.
- III. SE will go to Israel on July 8. VFL will work with SHH on travel arrangements for the entire group going for the July seminar.
- IV. It was agreed that during the next Steering Committee telecon we will discuss the suggestion that a meeting be convened of HUC, JTS, and Yeshiva planners.
- V. VFL will draft a letter from MLM billing participating foundations for the first half of the first year of CIJE.
- VI. SHH will call Marty Kraar to work out payroll arrangements. VFL will draft a memo to MLM from SHH reminding him that payroll and petty cash will be paid through CJF.
- VII. SE will be unable to attend the Wilstein Institute conference evaluating the CJF data. She will consider sending someone to represent CIJE.

MEMO TO: Shulamith Elster, Stephen Hoffman, Henry L. Zucker
FROM: Virginia F. Levi
DATE: June 5, 1991
SUBJECT: Highlights of our meeting of June 4, 1991
COPY TO: Morton L. Mandel

I. Status of CEO Search

It has been suggested that a staff committee comprised of MLM, HLZ, SHH, SF, and AH work with a consultant, possibly Phil Bernstein. This committee would prescreen candidates and submit a list to the committee which was established at the CIJE board meeting. Bernstein would assess candidates and contact the lay search committee for additional suggestions.

VFL will get the current version of a position description from SHH and work with others to update it.

II. Meetings of Senior Policy Advisors and the Board

A. It was reported that CAJE will meet at Hofstra University August 18-22. It may be possible to schedule a senior policy advisor meeting during or immediately following the CAJE conference. This would permit us to review with policy advisors the material which will be generated during the meetings in Israel before we go to the board. SE will review the CAJE agenda and determine whether there is a time during the meeting for a CIJE meeting. If not, we will consider holding the meeting on August 22, at the conclusion of the CAJE conference. SE and VFL will work together on a location for the meeting.

B. It was suggested that the CIJE board meeting be scheduled for August 29, with September 3 as a possible alternative. (The CJF Quarterly is scheduled to take place in New York beginning September 4, so many board members could combine the two.) VFL will check these dates with MLM and the list of critical board members.

III. SE will set up an office at her home effective July 1. In light of travel plans for the summer, she will plan to purchase secretarial service for the summer and consider a way to acquire more permanent support staff assistance at the end of the summer.

IV. It was agreed that this group will meet again on Tuesday, June 11 at 1:30 p.m. in SHH's office.

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

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

| | |
|---------------------------|----------------|
| FUNCTION | CIJE |
| SUBJECT/OBJECTIVE | Board Meetings |
| ORIGINATOR/PROJECT LEADER | VFL |
| DATE | 11/21/91 |

| NO. | DESCRIPTION | PRIORITY | ASSIGNED TO (INITIALS) | DATE ASSIGNED STARTED | DUE DATE | COMPLETED OR REMOVED DATE |
|-----|--|----------|------------------------|-----------------------|----------|---------------------------|
| I. | <p><u>SCHEDULE MEETING</u></p> <p>A. Select 3-4 dates acceptable to MLM and Steering Committee. Check GJF master calendar for conflicts.</p> <p>B. Propose date options to critical board members:</p> <ol style="list-style-type: none"> Charles Bronfman Max Fisher Alfred Gottschalk David Hirschhorn Norman Lamm Ismar Schorsch Martin Kraar Arthur Rotman Jonathan Woocher <p>C. Report results to MLM and, if general agreement, proceed with date. If not, go back to A.</p> <p>D. Meeting to begin at 10:00 a.m.; registration at 9:30 a.m.</p> | | | | | |
| II. | <p><u>SITE ARRANGEMENTS</u></p> <p>A. Check preferred dates with UJA/Federation as early as possible and, if available, reserve space.</p> <ol style="list-style-type: none"> UJA/Federation contact: Blanche Rothman (212) 836-1815 AV contact: Alan Treitman (212) 836-1895 Address: 130 East 59th Street, New York 10022 Executive Director: Stephen Solender <p>B. If UJA/Federation is not available, work with Josie Mowlem, JCCA (212) 532-4949, to arrange hotel meeting.</p> | | | | | |

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| | <p>C. <u>Set-up Arrangements</u></p> <p>1. Registration</p> <p><i>Get supplies for meeting</i></p> <p>a. Registration table outside room. — <i>cloth cover</i></p> <p>b. Coat racks available. ✓</p> <p>c. Mini pastries, coffee, tea, service by 9:15 a.m. — <i>for ever on meeting books</i></p> <p>d. Ask Becker to handle registration. <i>list</i></p> <p>8:30</p> <p>2. Plenary</p> <p><i>ride to airport? which one flight time</i></p> <p>a. Set up open square, indicate expected attendance.</p> <p>b. Cloth covered table.</p> <p>c. Water pitchers and cups readily available.</p> <p>d. Room available for set-up by 8 a.m.</p> <p>e. Podium with microphone available.</p> <p>f. Arrange to have meeting taped.</p> <p>g. Determine if screen/projector needed and make arrangements.</p> <p>3. Break-out</p> <p>a. Determine if sub groups will be used.</p> <p>b. Reserve break-out rooms.</p> <p>c. Estimate attendance at each and have rooms set with adequate chairs around table.</p> <p>4. Annual Meeting</p> <p>a. classroom style</p> <p>b. microphones in aisle</p> <p>c. head table on dais</p> <p>d. mike on table</p> <p>e. chair, pres. of partners, all speakers at head table</p> <p>f. overhead projector, screen, + front-facing podium if necessary</p> <p>D. <u>Luncheon Arrangements</u></p> <p>1. Reserve room.</p> <p>2. Tables for 8, cloth coverings.</p> <p>3. Paper/plastic dishes and utensils.</p> <p>4. Select glatt kosher menu. (Name of provider to be prominently displayed.)</p> | | | | | |

Love Toti Telephone?

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Love Toti Telephone?



PREMIER INDUSTRIAL CORPORATION

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

- ☐ ASSIGNMENTS
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| | <p>5. Handwashing table (basin, pitcher of water, cup with handle, paper towels).</p> <p>6. Buffet service.</p> <p>E. <u>Miscellaneous</u></p> <p>1. If meeting is to continue beyond 2 p.m., coffee, tea, and soft drinks for afternoon break.</p> <p>2. Arrange to have meeting tapes copied immediately following conclusion. One set goes to AH, one stays with VFL.</p> <p>F. <u>Billing Arrangements</u></p> <p>1. If meeting at UJA/Federation, arrangements to bill cost only have been made.</p> <p>2. If meeting elsewhere, determine advance deposit requirements.</p> <p>3. Pay advance deposit, if required, or arrange for JCCA to pay.</p> <p>4. Audit billing.</p> <p>5. Pay billing.</p> | | | | | |
| III. | <p><u>PREPLAN AND DEBRIEF MEETINGS</u></p> <p>A. Schedule final planning meeting for afternoon of day preceeding board meeting (1-5 p.m.).</p> <p>1. Arrange with Bea Katcher to use JCCA conference room.</p> <p>2. Order refreshments.</p> <p>3. Have meeting materials available for review.</p> <p>4. Plan detailed run-through of meeting.</p> <p>5. <i>arrange with Bea Katcher</i></p> <p>B. Reserve room at UJA/Federation (or hotel) for debrief session following meeting.</p> | | | | | |

Messenger Service?

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

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| IV. | <p>1. Determine participants. Typically MLM, SHH, SF, AH, SE, HLZ, MK, AR, JW, VFL.</p> <p>2. Review the day, plan follow up.</p> <p><u>COMMUNICATIONS</u></p> <p>A. <u>Board Members</u></p> <p>1. Send preliminary notice of meeting date as early as possible, preferably with minutes of previous meeting.</p> <p>2. Confirmation letter 4-6 weeks prior to meeting.</p> <p>a. Exact location, date, time.</p> <p>b. Reply card.</p> <p>3. 2-3 weeks prior to meeting, transmit materials to be followed up by camper calls to elicit reactions and ensure comprehension of materials.</p> <p>4. Follow-up phone calls to board members who haven't responded.</p> <p>B. <u>Expanded Steering Committee</u></p> <p>1. Call members to reserve dates of preplan, meeting, and debrief as early as possible.</p> <p>2. Confirmation letter 4-6 weeks prior to meeting.</p> <p>C. Determine what PR arrangements, if any, are to be made. Work with Jerry Strober (212) 679-6122.</p> | | | | | |
| V. | <p><u>TRAVEL ARRANGEMENTS</u></p> <p>A. Make air and hotel arrangements for CIJE staff and consultants.</p> <p>1. Use back-to-back ticketing for lowest plane fares.</p> <p>2. Select reasonably priced hotel.</p> <p>3. Reserve hotel rooms using MAF tax exempt status.</p> <p>4. Guarantee late arrival.</p> | | | | | |



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| | <p>B. Distribute CIJE travel expense reimbursement forms to qualifying individuals.</p> <p>1. CIJE staff 2. Consultants 3. Pre-approved board members a. Seymour Martin Lipset b. Isadore Twersky c. Sara Lee</p> <p>C. Audit expense reports.</p> <p>D. Pay expenses.</p> <p>VI. <u>COMPONENTS</u></p> <p>A. <u>Materials for Distribution</u> (three-ring binder)</p> <p>1. Mission statement. 2. Minutes of previous meeting. 3. Working papers for current meeting. 4. Executive summary of A Time to Act. 5. Current list of board members, senior policy advisors and staff. 6. Additional papers, as appropriate. 7. Agenda.</p> <p>B. <u>Name Tags</u> (prepared in advance)</p> <p>1. Additional blanks. 2. Felt tip pens.</p> <p>C. <u>Lists of Expected Guests</u></p> <p>1. For guard. 2. For registration.</p> <p>D. <u>Place cards for Meeting Table</u></p> <p>E. <u>Pads and Pencils</u></p> | | | | | |



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| VII. | <u>AGENDA FOR THE DAY</u> A. Greeting period 1. arrival and registration 2. registrar check on who needs ride to airport 3. coffee, tea, pastries B. Welcome and Introductions C. Business of day D. Luncheon break E. Additional business F. Conclude with D'var Torah | | | | | |
| VIII. | <u>MEETING DAY CHECKLIST</u> A. Guest list to guard. B. Check room set-up. C. Distribute place cards and meeting materials. D. Check sound and visuals. E. Monitor room temperature. F. Monitor water pitchers for refills. G. Take minutes of plenary sessions. H. Arrange rides to airports. I. Notify staff 15-30 minutes before lunch is to be served. | | | | | |
| IX. | <u>FOLLOW-UP</u> A. Draft minutes. B. Draft cover letter. C. Get approval of minutes and cover letter. D. Mail minutes and cover letter. E. Schedule camper contacts. | | | | | |

MEETING AGENDA
ANNETTE HOCHSTEIN/ALLAN HOFFMANN
MAY 4, 1995

- I. MEF
- II. Advisory Committee
- III. Israel distribution of Policy Brief
- IV. Senior personnel project





CIJE

15 East 26th Street, New York, NY 10010-1579

FACSIMILE TRANSMITTAL SHEET

TO: Seymour Fox + Annette
Hochstein

FROM: Karen Barth

COMPANY: Mandel Institute

DATE: 5/29/98

FAX NUMBER:

FAX NUMBER:
212-532-2646

PHONE NUMBER:

PHONE NUMBER:
212-532-2360

RE: Meeting Notes

TOTAL NO. OF PAGES INCLUDING COVER

2

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| <input type="checkbox"/> | URGENT | <input type="checkbox"/> | FOR REVIEW | <input type="checkbox"/> | PLEASE REPLY | <input type="checkbox"/> |
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NOTES/COMMENTS:



To: Seymour, Annette
From: Karen

NOTES FROM OUR MEETING

1. Review of CIJE Workplan – we reviewed the current CIJE workplan with particular attention to four issues
 - The development of the Consulting Firm Without Walls
 - JEWEL
 - CIJE Research agenda
 - The Forum
2. Discussion of JEWEL – We reviewed the work in process related to the planning of JEWEL. We also discussed CIJE's plan for a JEWEL pilot to start in July 1999. We discussed the possibility of JEWEL planning as the first sector project. This would be a good arena for us to learn how to work globally. We agreed on 3 things:
 - Karen and Annette will design a JEWEL planning process for the sector
 - Seymour and Annette will review the concept of the JEWEL pilot with MLM
 - In the meantime, CIJE work on the planning and on the pilot will continue as planned.
 - The educational approach of JEWEL may need to be different from that of CAPE to adapt to the needs of America.
3. Discussion of the Sector- we talked about issues related to the sector and agreed that Annette and Karen will work together during July to design a planning process proposal.

FROM: KAREN BARTH, 104440,2474
TO: INTERNET:M2mandel@aol.com, INTERNET:M2mandel@aol.com
DATE: 12/07/98 16:43

Re: Copy of: AUGUST CIJE BOARD

AFTER GIVING SOME THOUGHT TO YOUR QUESTION OF WHETHER WE SHOULD CANCEL THE CIJE BOARD MEETING IN AUGUST, I WOULD LIKE TO SUGGEST THAT YOU CONSIDER GOING AHEAD WITH IT FOR THE FOLLOWING THREE REASONS:

1) EVEN IF WE DISBAND THE CIJE BOARD, WE MAY DECIDE THAT WE WANT TO MAINTAIN SOME SORT OF ADVISORY BOARD OR STEERING COMMITTEE FOR CIJE. CIJE DEPENDS VERY HEAVILY ON LAY INPUT FOR THE ACTUAL DOING OF THE WORK. THE LAY INVOLVEMENT IN THE WORK IS ONE OF THE STRENGTHS OF THE ORGANIZATION AND IT WOULD BE A SHAME TO LOSE THIS. WILL THE SECTOR BOARD MEMBERS HAVE THE TIME TO DEVOTE TO DOING REAL WORK WITH CIJE? THIS IS PROBABLY AN ISSUE THAT NEEDS SOME THOUGHT AND I THINK THAT IT MIGHT BE PREMATURE TO DISBAND THE BOARD UNTIL WE HAVE THOUGHT THIS THROUGH.

2) EVEN IF WE DECIDE THAT WE DON'T NEED TO MAINTAIN THE BOARD AT ALL, I THINK THAT IT IS IMPORTANT TO MAKE THE CHANGE IN AN ORDERLY FASHION SO AS NOT TO UPSET MEMBERS OF THE BOARD AND PARTICULARLY MEMBERS OF THE STAFF OF CIJE. IN THIS ATMOSPHERE OF UNCERTAINTY, IT WOULD CREATE A LOT OF TSORIS FOR THE STAFF I THINK IF THE MEETING WERE CANCELLED.

3) WE NEED THE INPUT. CIJE IS CONTINUING TO FUNCTION BUT THE SECTOR STRUCTURES ARE NOT REALLY IN PLACE YET. I THINK WE SHOULD KEEP THE BOARD IN PLACE UNTIL THE SECTOR FUNCTIONS OF CONTROL, STRATEGY AND MANAGEMENT ARE REALLY IN PLACE.

PLEASE LET ME KNOW WHAT YOU THINK?

P.S. DID YOU SPEAK WITH LESTER YET?