



THE JACOB RADER MARCUS CENTER OF THE  
**AMERICAN JEWISH ARCHIVES**  
A DIVISION OF HEBREW UNION COLLEGE – JEWISH INSTITUTE OF RELIGION

**MS-831: Jack, Joseph, and Morton Mandel Foundation Records, 1980-2011.**

Series F: CIJE Accrual, 1981-2011, undated.  
Subseries 2: Dan Pekarsky, 1981-2011, undated.

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Box  
79

Folder  
6

Lead communities project. Milwaukee. Milwaukee meetings,  
1993 June - August.

For more information on this collection, please see the finding aid on the  
[American Jewish Archives](http://AmericanJewishArchives.org) website.

## Milwaukee — Investment of time

- ① All-day CITE mtgs in Cleveland, 5/10, 5/11
- ② Trip to Milwaukee for mtg. with their lead lay/professional staff 5/21
- ③ Write up detailed notes — 4 hrs  
memo from to Seymour  
concerning 5/21 visit
- ④ Lengthy conversation w/ Roberta G. re: Milwaukee 6/4 — 1 hr.
- ⑤ Conversations w/ Seymour <sup>1/2 hr</sup> weeks of  
showed re: upcoming Milwaukee  
Milwaukee visit visit
- ⑥ Milwaukee trip — 6/16/ 6/17  
— working — 3<sup>30</sup> — 11  
a) working group / c) Vision,  
b) Dinner d) Shilameth

(8) All-day trip to Milwaukee - Aug 16

(1) Meet with Stein/Cohen re:

a) misc. concerns

b) visioning session

(2) Meet w/ Co-chairs of their prof. devel. committee

(3) Meet w/ Cohen re: visioning session & her concerns

(4) Meet w/ Howard

On way to Milwaukee

Read On way to Milwaukee - June 16

① Impressed by Robert's notes -- very clarifying

② Seymour's "goals memo" concerning importance of clarifying these

a) mistake by mistake -

b) common

# Major Issues

1) N of Lead Com  
project & personnel

a) to MATE

b) to Federation

c) to other agencies

~~2) d) Congregation~~

e) Educator's groups

Issues of i) Buy-in

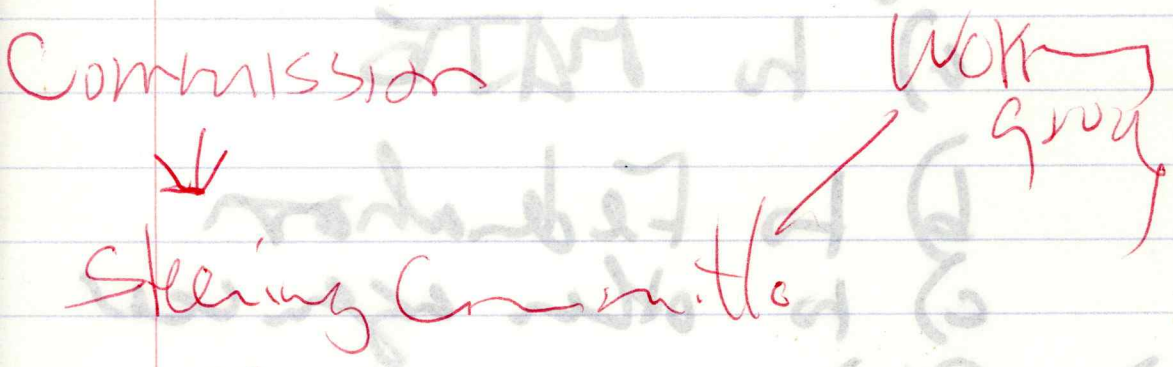
iv) Exclusion of  
Ruth from Fed.  
Committee dealing  
w/ Hallel-college  
youth!

ii) Repre-  
sentation-

iii) coordi-  
nation-

2) Ambivalence vis-a-vis  
MATE is a complicator.

Major Issues



Task Forces (composed of Commission members)

Strat. plan  
Full  
Personnel

3) Ruth's position  
beyond year 1??  
(will the Baden grant  
continue?)

4) What are the major  
committees/structures?

a) Core Planning group

b) Steering Committee  
(= an expanded Jewish  
educ. Task Force!)

c) Task Forces  
- Strategic Plan.  
- Family Ed

d) The Commission on  
Visions/Initiatives in Jewish Ed

5) Standards of Excellence  
-- Defining what  
counts as a "LC"  
project.

6) Last mtg. of Steering  
Committee -- not  
much "steering" going  
on! -- move listening  
+ attendance down!

vs Family Ed.  
Task Force -- still  
lively.

7) The goal -- set the  
agenda

8) Enabling others -- not  
much emphasis yet

## a) The Planning Process

- (i) Stakeholders/Buyers
  - Educators
  - Congress-  
Leadership

\* What kind of "think-tank" is this?

↓ Continuing ~~the~~  
Family Ed. Thanks  
take

1) Continue is not to Continue

1) identified as supported  
by community

2) already

## Discontinue

1) Not part of the  
Plan - - No plan  
- - place yet!

① Family Ed

~ ② MATE

③ Vision  
Process

— two decks

a) Practical

b) note taking

Exercise points —  
2 decks

N behavior the  
activity of the  
Ref read 11

{ within 18<sup>th</sup>  
of August }

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Annex Mtg. re: n of MATE  
to Lead Community

Diagnoses

## Joe & Louise

- ① Emphasize goods they get through being a Left Community
- ② Introduction
- ③ Emphasize importance of enabling options
- ④ Goodbye to ~~Wobles~~ Elster

## Woocher

① Importance of visions & visionings

② Question of Jewish Cont

= Problem of meaning

Not how, but why be Jewish?

③ Critical role of  
Vision in sustaining  
a change process

Excellence requires collective  
sense of vision/mission

(3) ~~Common~~ vs. individual  
visions

(4) Questions

a) 2020 -- what  
would you see?

b) How get there?

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See what?

a) Adults engaged —  
study

b) Shabbaton —

c) Participatory ~~work~~ minyan —

From Visions to  
Real World!

How?

What are the  
two or three things  
we need to do  
if the vision is  
going to come  
true?

Woocher's concluded  
Comments

① Emphasizes  
enabling option

Three dimensions  
of change

① Personal

② Institutional

③ Communal

Goal

More focus putting more  
into, & getting  
more out of being  
fresh

Don't be satisfied w/  
visions/random thoughts

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what's special about L.C?

- ① thoughtful planning
- ② concrete initiatives

Shvach  
Rebract

Notes on my recent Milwaukee  
Visit

Themes

Described

① The "Visioning Session"

② Upset re: "response-time"

③ Help w/ planning <sup>business</sup>

④ The MATE-issuA  
- Perhaps not as serious  
work w/ MATE

⑤ Ruth's security

⑥ The MATE issUe

⑦ Role of consultant

⑧ Let go of Family  
think -- need more thinking

D. M.  
purpose  
not!

# Visioning Session

- ① Shvach - level of enthusiasm -  
- participants  
- e.g. who left
- ② Describe program
- ③ Retreat - difficulty in scheduling
- ④ Focus of Low/Louis  
Wooche  
+ Activity
- ⑤ Everyone emphasizes  
enabling options

Memo to: Seymour

Re: Milwaukee Visit

① Enabling options

~ Let go of fault  
ed think-Tank

② MAJES -- not as  
clear as it was:

~~A~~ Perhaps not as  
serious an issue!

a) already just a  
service agency  
focused in  
computer

b) Resistance??

③ Ruth's security?

④ Timeliness/~~top~~

⑤ Planning NGS

⑥ The Visioning Session.

## Midwinter - und August

A) Preliminary Mtg over phone w/  
Good

① ↑ Ruth

② in with Ina ↑

③ Concern re: ~~MATE~~  
Louise's over-involvement

B) Mtgs. w/ Ruth

① Louise's over-involvement

② Progress on MATE front

③ D.P.'s conversation w/ Louise

④ Frank conversation re.  
instability of her own  
position

### ③ Mtg. w/ Ruth & Louise

a) The assault — theme  
— "respect for partner  
is absent"

① Alan's visit  
— time/agenda

② to 19th  
— schedule  
— priorities

③ a) Chuck's report  
— who's he to  
be talking to us  
about what we're doing  
w/o meeting w/ us  
b) — Timmy

④ Timely response

⑤ 40 N 27150

I tried to highlight  
the accuracy of some  
of these changes

B) Issues Discussed

① Core-group vs  
steering committee

② New ways of  
thinking about collegiality  
that need to be made  
widespread

(3) Enable US  
pros. opt. 2)

(c) Draft of new  
national org. structure

(d) Begin to lay out  
plan for the 1968

# Points Re: Milwaukee to Stress ~ NY

① Their frustration w/ CIJTs, feeling that they're not treated with respect

a) Examples:

- Alan's visit: timing, agenda
- DP - NY/Milwaukee
- Timeliness of response
- Chuck's report

b) My response

② What they're up to:

- a) Visioning 1 and 2
- b) Retreat ~ strategic plan
- c) Family Ed/Teams
- d) Personnel Issues Committee

~  
Enabling  
options

③ Ruth's uncertain situation & its impact

a) short-termness of position-finding

b) Fed.'s current unwillingness to think in terms of long-term position

→ Felt-competition w/ Ina

④ Apparent improvement in n w/ Ina

⑤ Planning Post-30 years - where?  
[ Fed - ?  
MATE - Related to Service Agency

Do they see need?

⑥ Howard's concerns re: momentum

⑦ Lay-involvement

~ a) The Core-group

b) Insufficient energy → steering committee

c) Possible over-involvement (L.S.)

⑧ Working towards collegiality

a) Obstacles

b) All/In... Harned

c) Beyond non-conflicted approaches

⑨ Goodman's Role

⑩ MY comments re CITE staff

(11) D.P. ~ M. Wankes for Personal Essay

(12) Oct. 10 - Keynote

Barry's #1 #2  
Semour  
A/D

(13) Need materials for the goals project

## D.P.'s Issues

(1) My ~ to Milwaukee

(2) Compensation for  
time spent, including  
{ 3 days ~ Milwaukee  
{ 2 days ~ Cleveland  
{ 2 days ~ NY

+ . . . .

(3) Future compensation

(4) Goals Project

# Goals Project

c) At institutional/denominational level

vs Commercial Level

b) Broad Vision, but also more concrete, measurable objectives

## Kinds of institutions

c) Indices of a strong educational system (inputs)  
~~features~~

d) Measures of educational outcomes

e) Measures of a more thriving community or sub-community

f) Skill to meet by a vision  
of an educational  
community

- Community

- institution

who could write these?

Curriculum Report

Need to clarify

a)  $n$  of goals to vision Ed. Inst.

b)  $n$  of goals proj., sup  
support project, to rest of  
enterprise.

Thursday am Aug. 19

Alan

① CIJE → { Lead  
Profession  
Lay leadership  
Research }

② Need to better understand  
Lead Com. project

③ Tension between reform  
and partnering w/ a  
consensus-oriented agency (Fed.)

④ Nuts/Bolts

Seymour - Overview

① Glossary of terms

② Book on Commission

③ Goals over

Avoidance of ffs. at Community level, but there should have been work done on side

④ Necessary -- sufficient criteria

✓ Recommendation { money  
community  
Personnel

↓  
Enabling - Programme

Dec.  
13,  
1988

Call Seymour re: CFP

①

Steve

②

Ginny

③

My continuing ~ to  
the project.

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