MS-831: Jack, Joseph, and Morton Mandel Foundation Records, 1980 – 2008. Series E: Mandel Foundation Israel, 1984 – 1999.

Box Folder D-1 1918

CIJE correspondence, meetings, planning documents, and reports. Lead Communities Seminar.

Henry Zucker report for CJENA,

1989; 1993.

Pages from this file are restricted and are not available online. Please contact the American Jewish Archives for more information.



Jewish Theological Seminary 3080 Broadway New York, NY 10027 (212) 678-8031 Fax (212) 749-9085\*

	ing Levi + Alan Hoffmann	
om: _•	Gail Dorph	
	es including this one:	

\*If you experience difficulty transmitting to this FAX number, please use the JTS main FAX number as an alternate: (212) 678-8947. Kindly indicate that this message should be forwarded to the Melton Research Center. Thank you.

Hemo:

To: Alan Hoffman From Gail Dorph cc. ginni Levy

Alan, you and I have talked about the financial problems involved in maintaining the travel Schedule we laid out ( at least one trip a month to each lead community) alt yoresent, I have already a \$1590 will to CITE outstanding for our first round of trips and I have already had to pay my AMEX account. And I have just booked an additional \$500 worth of travel In the next two weeks. If it is impossible to work out a gys km for belling travel derectly to CISE, at the very least I need to be worken worken with a \$ 750 solvance that works as a floater to appet my out of pocket Expenses. On triday, New York telegohore will be installing a phone line for me to attack Installation and that phone here were go gram me to CIJE.

Thanks for trying to expedite these Things

Dear Jon:

I want to acknowledge your note of September 14, and I am delighted that you have raised the funds, as indicated.

I would, indeed, enjoy meeting with Billie at some time in the future. I'll mention it to Alan, and perhaps he and you can coordinate, and get the four of us available and in New York at the same time. I would certainly enjoy that.

It is my hope and wish that CIJE and JESNA can work even more closely in the years ahead. I look forward to many opportunities to do so.

Thank you again for writing, and I send my warmest personal good wishes, and hope that you and yours have a wonderful and fulfilling year.

Sincerely,

MORTON L. MANDEL

Dr. Jonathan S. Woother Executive Vice President JESNA 730 Broadway New York, NY 10003-9540

cc: Alan Hoffmann

bcc: Virginia F. Levi

וס נואוחברזואסו באחבי ממם

### COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101 Phone: (216) 391-1852 • Fax: (216) 391-5430

Chair

Morton Mandel

Vice Chairs:

Charles Goodman

Neil Greenbaum

Matthew Marvles

Lester Pollack

September 20, 1993

Honorary Chair

Max Fisher

730 Broadway

New York, NY 10003-9450

Board

David Arnow

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Mark Lainer

Norman Lamm

Norman Lipott

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch Isadore Twersky

Bennett Yanowitz

Billie Gold, President

JESNA

Dear Billie:

Congratulations on your election to the presidency of JESNA! I wish you a very successful term of office. JESNA is lucky to

have you!

I was pleased that you were able to attend the CIJE Board Meeting last month, and get up-to-date on all that we are doing to

"improve the system."

When CIJE was established, we asked the presidents of CJF, JCCA, and JESNA to serve as vice-chairs of CIJE as a reflection of the desire of all four organizations to work closely together. I hope you will agree to join the Executive Committee of CIJE as a vicechair. Please let me hear from you as soon as you can.

Best wishes to you and yours for a very happy, healthy New Year.

MORTON L. MANDEL -- Chair

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

PAGE, BOB

September 22, 1993

Ms. Victoria Sackser, Director

Gesher L'Kesher

997 Lenox Drive, Suite 304

Lawrenceville, NJ 08648-2317

Dear Vickie:

Thank you again for your letter of August 31 describing Gesher L'Kesher. I have passed the material along to Dr. Gail Dorph, CIJE's project officer for the Lead Communities. I am sure that in her contacts with Chaim Botwinick in Baltimore, she will have an opportunity to learn more about your work.

If she has any questions about Gesher L'Kesher, she will be in touch with you.

Best wishes for the New Year.

Sincerely,

Virginia F. Levi

cc: Gail Dorph

Alan Hoffmann

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TO MANDELINST

## Council for Initiatives in Jewish Education

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Date sent:

Time sent:

No. of Pages (incl. cover):

To: September 29 1993 Alan D. Hoffmann Organization:

From:

Ginny Levi

Phone Number:

Phone Number:

Fax Number:

011972 2 619 951

Fax Number: 216-391-5430

Comments:

Alan,

Bernie Kastner of the Avi Chai Foundation called and requested the 11 background papers referred to in A Time to Act. Those that were published are no problem. I need your guidance on which of the following to send:

- 1. Isa Aron & Bruce Phillips, "Findings of the LA BJE Teacher Census." (We have 1 copy but could duplicate)
- 2. Joel Fox, "Federation Lead Community Planning for Jewish Education, Identity, and Continuity."
- 3. Gallup pol1 I have the questionaire, but nothing on results.
- 4. Markovic & Aron "Studies of Personnel in Jewish Education ....." I think this is the one we never published.
- 5. H. Zucker "Community Organization for Jewish Education -Leadership, Finance and Structure.
- 6. Scheffler & Fox, "The Relationship between Jewish Education and Jewish Continuity" (SF keeps promising this, but its never been done.)

If there are any problems receiving this transmission, please call:

216-391-1852

WHERE WE ARE
Week of September 27, 1993

	Gail Dorph	Alan Hoffmann	Barry Holtz	Ginny Levi	
Monday 9/27/93	Atlanta	Jerusalem	New York	Cleveland	
	404-873-1248 404-873-1661	0119722 617 418	212-678-8034	216-391-1852 Fax:(216) 391-5430	
	Fax: (404) 607-1457	Fax: 0119722 619 951	Fax: (212) 749-9085		
- Company					
Tuesday 9/28/93	ANNIE I	ICAN JEV C H I V			
Wednesday	New York				
9/29/93	212-769-0725		.s/		
	- X.X				
Thursday 9/30/93	Sukkot	Sukkot	Sukkot		
Friday 10/1/93					
-4,0,450					

1745 Peachtree Road, N.E. • Atlanta, Georgia 30309 404-873-1248 • Fax: 404-607-1457

### for GAIL DORPH 9/27 - 9/28/93

Monday, September 27, 1993

10:00	Epstein School visit
12:30	Yeshiva High School visit
2:30	Meeting with Michal Hillman (JES Office)
3:30	Meeting with Lauren Azoulai (Federation)
5:00	Temple Emanu-El Religious School
7:00	Atlanta Tichon visit
	Tuesday, September 28, 1993
8:15	Breakfast with Lauren Azoulai & Janice Alper (at Lauren's)
10:00	EDC meeting (Beth Shalom)
12:00	Day School Council Meeting (Hebrew Academy)
2:30	Meeting with Harry Stern (JES Office)
4:00	Meeting with Dr. Bill Schatten

\* \* \*

Accommodations: Residence Inn 2960 Piedmont Road Atlanta 30305 (404) 239 0677

file: 93022

cc: Alan Hoffmann

Morton L. Mandel

alan, any recisions to this? Juning

Virginia F. Levi

TRAVEL ADVANCE FOR GAIL DORPH

Alan and I recently discussed Gail's request for a travel advance. She will be going to each of the Lead Communities once each month. In order to get the best air fares, she has to order her tickets a month before they will be used and is working with back-to-back ticketing. As you know, reimbursement is not made until at least the first leg of a trip has been taken. As a result, she finds herself paying for the tickets well in advance of reimbursement.

I propose that one of the following solutions be adopted:

- We provide Gail with a \$750 "permanent" advance to put her ahead on payment of expenses.
- We get a corporate credit card for CIJE and bill the purchase of plane tickets directly to that card, as Premier now does with back-to-back tickets.
- 3. Reimburse Gail for the purchase of tickets prior to their use.
- I recommend option 1 as the safest, simplest solution, with option 2 as second best.

#### Dear Steve:

A meeting of the Board of Directors of CIJE was held at UJA Federation last month. I want to thank you for the use of your lovely meeting space and for the assistance of your staff. They were, as always, responsive to our needs and helpful in making the meeting a great success.

Wishing you and yours a happy, healthy New Year.

Sincerely,

MORTON L. MANDEL

PROBREMISSION S.

Steren Are great Tyou the Appreciate To US, personally.

Mr. Stephen D. Solender Executive Director UJA Federation of Jewish Philanthropies of New York 130 East 59th Street New York, NY 10022

412990

Dear Bill:

Many thanks to you for your participation in last month's CIJE board meeting. We were all pleased to hear your remarks about progress in Atlanta and look forward to reports of continued progress in the future. Members of the board expressed their pleasure with the community reports.

With both Atlanta and CIJE moving forward in staffing for this project, I am optimistic about even greater success in the future. CIJE looks forward to continuing the relationship with Atlanta as both planning and implementation for this project progress.

I hope that you will consider attending future meetings of the board. I will be in touch when the next meeting has been scheduled.

Best wishes for a happy, healthy New Year to you and yours.

Sincerely,

MORTON L. MANDEL

10980399555555

Dr. William Schatten Atlanta Jewish Federation 1753 Peachtree Road, NE Atlanta, Georgia 30309

cc: David I. Sarnat

rasonos

#### Dear David:

Thank you very much for accompanying Bill Schatten to the meeting of the CIJE board last month. I felt that the remarks of the three Lead Community lay leaders brought the project alive for the board in a way that written reports could never do.

Your presence helped to demonstrate the serious commitment of Atlanta for this project. I hope that it has helped you to see how seriously the board takes it, as well.

Best wishes for a happy, healthy New Year to you and yours.

Sincerely,

MORTON L. MANDEL

See you soon!

Mr. David I. Sarnat Atlanta Jewish Federation 1753 Peachtree Road, NE Atlanta, Georgia 30309 Hallanning theory.

Dear Ilene:

Many thanks to you for your participation in last month's CIJE board meeting. We were all pleased to hear your remarks about progress in Baltimore and look forward to reports of continued progress in the future. Members of the board expressed their pleasure with the community reports.

I know the board members shared my pleasure at hearing you talk so eloquently about Baltimore's strategic planning process as it meshes with the goals of the Lead Community project. We look forward to working with you to make this happen.

I hope that you will consider attending future meetings of the board. I will be in touch when the next meeting has been scheduled.

Best wishes for a happy, healthy New Year to you and yours.

Sincerely,

MORTON L. MANDEL

SUMMARRING CO.

Ms. Ilene Vogelstein Board of Jewish Education of Baltimore 5800 Park Heights Avenue Baltimore, Maryland 21215

cc: Darrell Friedman Chaim Botwinick

faunn

Dear Chaim:

NAMES OF

Thank you very much for accompanying Ilene Vogelstein to the meeting of the CIJE board last month. I felt that the remarks of the three Lead Community lay leaders brought the project alive for the board in a way that written reports could never do.

Your presence helped to demonstrate the serious commitment of Baltimore for this project. I hope that it has helped you to see how seriously the board takes it, as well.

Best wishes for a happy, healthy New Year to you and yours.

Sincerely,

MORTON L. MANDEL

Dr. Chaim Botwinick Board of Jewish Education of Baltimore 5800 Park Heights Avenue Baltimore, Maryland 21215

cc: Darrell Friedman

losonierasones

Dear Louise:

Many thanks to you for your participation in last month's CIJE board meeting. We were all pleased to hear your remarks about progress in Milwaukee and look forward to reports of continued progress in the future. Members of the board expressed their pleasure with the community reports.

I know that the other board members shared my pleasure at the tone of your remarks and the seriousness with which Milwaukee is taking this project. We look forward to hearing the outcomes of the next step of your visioning process.

I hope that you will consider attending future meetings of the board. I will be in touch when the next meeting has been scheduled.

Best wishes for a happy, healthy New Year to you and yours.

Sincerely,

MORTON L. MANDEL

Ms. Louise Stein Milwaukee Jewish Federation 1360 N. Prospect Avenue Milwaukee, Wisconsin 53202

cc: Richard H. Meyer

Silver

#### Dear Rick:

Thank you very much for accompanying Louise Stein to the meeting of the CIJE board last month. I felt that the remarks of the three Lead Community lay leaders brought the project alive for the board in a way that written reports could never do.

Your presence helped to demonstrate the serious commitment of Milwaukee for this project. I hope that it has helped you to see how seriously the board takes it, as well.

Best wishes for a happy, healthy New Year to you and yours.

Sincerely,

MORTON L. MANDEL

Mr. Richard H. Meyer Milwaukee Jewish Federation 1360 N. Prospect Avenue Milwaukee, Wisconsin 53202

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TO MANDELINST PAGE. Ø01

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TO: Morton L. Mandel	FROM: Virginia F. Levi	DATE: 9/24/93
NAME	NAME UFI	_ REPLYING TO
DEPARTMENT/ LOCATION	DEPARTMENT/LOCATION	YOUR MEMO OF:

SUBJECT: TRAVEL ADVANCE FOR GAIL DORPH

Alan and I recently discussed Gail's request for a travel advance. She will be going to each of the Lead Communities once each month. In order to get the best air fares, she has to order her tickets a month before they will be used and is working with back-to-back ticketing. As you know, reimbursement is not made until at least the first leg of a trip has been taken. As a result, she finds herself paying for the tickets well in advance of reimbursement I propose that one of the following solutions be adopted:

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- We get a corporate credit card for CIJE and bill the purchase of plane tickets directly to that card, as Premier now does with back-to-back tickets.
- 3. Reimburse Gail for the purchase of tickets prior to their use.

I recommend option 2 as the safest, simplest solution, with option 1 as second best.

alan - Plesse note - & suitched my rec.

Mark Survis called to find out when CIJE wants Church R. at the G.A. He's trying to plan his schedule. He's been asked to make a presentation on Thurs. ( sounds like what SHH was working on ). Should we ask him to be at the Seminar? Mark doesn't think hi'll stay a full I day, but maybe he could join us Tues. night on Wed. am. I'm to get back to Mark on this early next week.

# Items to book:

- 1. Organization chart that communicates what we are 19/2
- 2. Alan and work of JCCA+JESNA on evolving relatively to CIJE. We want to link closely. Don't went to love centrality of informal ed. (8/25/93)
- 3. The goals project as a centerpiece of a future board my (8).
- 4. PR person at future board meetings. (8/25)
- 5. Establish committees and plan to use break-out group at future board mtg. (6/25)
- 6. At future mtgp., assign hosts for lunch tables + assign people to tables. (8/23)

#### COMMUNITY ORGANIZATION FOR JEWISH EDUCATION:

Leadership, Finance and Structure

by

Henry L. Zucker

Prepared for

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Meeting of June 14, 1989

The Commission selected from a long list of option papers produced for its December 13th meeting what the Commission believes to be the "enabling options," those which are basic to improvement in the programmatic options. The "enabling options" have to do with personnel and with community and financing. Jewish education progress depends on improvement in teaching and administrative personnel, and on the ability of the Commission to raise the priority and funding levels which the American Jewish community assigns to Jewish continuity and Jewish education. Setting a higher community priority on Jewish education is a pre-condition to developing better quality Jewish education personnel.

On December 13, we listed options under the titles "to deal with the community--its leadership and its structures--as major agents for change in any area," and "to generate significant additional funding for Jewish education."

This paper combines these two options under the new title "Community Organization for Jewish Education--Leadership, Finance, and Structure."

This paper complements the content of the previous option papers with what has been learned from commissioners and staff in meetings and in individual discussions.

#### COMMUNITY

What is the community we are talking about in connection with formal and informal Jewish education?

By community we mean the organized Jewish community as it relates to the issues of Jewish continuity, commitment and learning, and to communal organizations and personnel engaged in these issues. Our target population includes the lay and professional leaders who create the content and the climate for Jewish formal and informal education, such as teachers, principals, communal workers, scholars, rabbis, heads of institutions of higher learning, denomination and day school leaders, and the leaders of the American Jewish community who are involved in planning for and financing Jewish education. The chief organization targets at the local level are the religious congregations, Jewish Community Centers, schools and agencies under communal sponsorship, Jewish community federations and bureaus of Jewish education (particularly in the large and intermediate cities), and major Jewish-sponsored foundations. On the national level, we have the Council of Jewish Federations, JWB, JESNA, the chief denominational and congregational bodies, training institutions, and associations of educators and communal workers who are engaged in formal and informal Jewish education.

It is expected that the Commission's findings and its proactive stance will be directed primarily to these persons and organizations, and will help them to make major improvements in Jewish education.

Page 2

#### LEADERSHIP

Prior to World War II, the leadership of the organized American Jewish community did not consider Jewish education a top priority for communal concern. Indeed, a large proportion of the leadership was indifferent and some even antagonistic to community support for Jewish education. In the early days of federation, emphasis was on the social services and on the Americanization of the new immigrants. During World War II and in the post-War period, the highest priority for community leaders was the lifesaving work of Jewish relief, rehabilitation, and reconstruction, and then nation-building in Israel. More recently, community leadership has put a higher premium on Jewish education. There is an increasing awareness of the need for total community support of Jewish education. There appears to be a reordering of community priorities in the direction of Jewish education and an awareness that healthy Jewish continuity requires a deeper community commitment to the education of the younger generation.

What is clear now is that to establish a highest communal planning and funding priority for Jewish education requires the involvement of the highest level of community leadership. This leadership is now very much concerned about the healthy continuity of the Jewish people in the North American setting. They are beginning to translate this concern into an understanding that top leadership must be forceful in promoting the Jewish education enterprise.

Not all of the commissioners are convinced that Jewish education is now seen by key lay leadership as a top community priority. However, most believe that there is a decided trend toward involvement of top leadership, and that the battle to create a highest communal priority for Jewish education is well on its way to being won. Certainly there is still a marked difference among local communities in the degree to which they support Jewish education. It is clear that the Commission has a special mission to convince the North American Jewish community leadership that their personal involvement in Jewish education is necessary, if we are to improve Jewish education and stem the tide of Jewish indifference and assimilation.

#### STRUCTURE

Commission members appear to agree that we have not yet developed community structures that are adequate to effect the necessary improvements in Jewish education. This criticism is directed both at local and national structures. There are recent and current efforts at improvement. Some areas which require continuing examination are:

- The relationship among federations, bureaus of Jewish education, communal schools and congregations.
- The place of federations in planning and budgeting for Jewish education and in financing Jewish education, and the relationship of federations to bureaus of Jewish education.

Page 3

3. The need for forceful national leadership in establishing standards for the field, in promoting, endouraging, and evaluating innovations, and in spreading the application of best practices as they are discovered all over the continent.

Fortunately, JESNA, JWB and CJF are currently engaged in efforts to examine these issues, and at least eleven federations are involved in comprehensive studies of their communities' Jewish education programs. The Commission may wish to develop its own ideas regarding what new or improved structures are needed to speed up improvements in the field.

#### FINANCE

Congregations, tuition payments by parents, and fund-raising, especially by day schools, have been mainstays of Jewish education financing. These sources of support are crucial and should be encouraged (there is some support for the idea that tuition should be discontinued as a source of support). There is a consensus, nevertheless, that considerably new funding is required from federations as the primary source of organized community funding. It is believed, too, that substantial funding will need to come from private foundations and leading families which have an identified concern for Jewish continuity and Jewish education.

It is believed that communal patterns of funding may need to be altered and that there may need to be changes in organization relationships to accommodate this. Cooperation between the congregations and the federations is essential to developing the funds needed to improve Jewish education.

Some specific suggestions have been made by commissioners for new programs to improve Jewish education which would require new funding. For example, one suggestion is the establishment of a national Jewish education fund to provide matching funds to support program ideas developed at the local level. Another suggestion is the establishment and funding of a national pension fund for the benefit of Jewish education personnel. These or other ideas, if and when recommended, will need to attract new funding sources. One commissioner believes that the Commission would most likely make its greatest contribution to Jewish education by developing new ideas such as these and finding the funding for them.

It is clear that the Commission intends to be proactive in its effort to improve Jewish education. This will very likely include encouraging additional funding from traditional sources and funding from new sources.

There is a feeling of optimism that greater funds can be generated for Jewish education in spite of the current great demand for communal funding for other purposes. There is evidence that a number of communities are already beginning to place a higher funding priority on Jewish education and that a trend has begun to allocate a greater proportion of Jewish communal funds to this field. There is also the fortuitous circumstance that federation endowment funds--a relatively new source of communal funds--are growing at a good pace and these funds can be an important

source of support for Jewish education. Simultaneously, there is a recent and current growth of substantial family foundations -- a post-World War II phenomenon which has accelerated in recent years, and promises to be an important new funding resource to meet Jewish communal needs. A number of such foundations have an expressed interest in Jewish education.

In general, therefore, there is reason for optimism that additional funding will be available for well-considered programs to improve and expand Jewish education.

It needs to be noted that some commissioners have expressed themselves to the effect that "throwing money" at Jewish education will not by itself do the job. They believe that, at the same time, there needs to be a careful review of current programs and administrative structures to see how these can be improved. They believe that we need to encourage monitoring and evaluation of projects aimed at improving Jewish education. Careful attention to the quality of what we are attempting to do and honest and perceptive evaluations are needed, both to get appropriate results for what is being spent and also to encourage funding sources.

In brief, then, it is clear that there is a consensus that improvements in the field of Jewish education will require an infusion of considerably greater funds. It is believed that traditional funding sources need to place a higher priority on funding Jewish education, and allocating a greater proportion of their total budget to Jewish education. There is also a consensus that considerable new funding will need to be generated from private foundations and leading families which are concerned about Jewish continuity and Jewish education, and from federation endowment funds. Cooperation between the congregations and the federations is basic to a sound development of the financial requirements to improve Jewish education, and prior organizational patterns may need to be altered to accomodate funding changes.

Finally, it is worth repeating this word of caution: money alone will not bring about the needed improvements. We will need to ensure the effective administration and utilization of funds. We will need to monitor and evaluate current and new programs to assure that improvements are realized. Only then will funding sources of all kinds be encouraged to continue and increase their support.

FEDERATION-LED COMMUNITY PLANNING FOR JEWISH EDUCATION, IDENTITY AND CONTINUITY

by

Joel For Director of Planning & Research Jewish Community Federation of Cleveland

Prepared for

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA Meeting of June 14, 1989 For the last few years, local North American Jewish community planning agendas have been shifting, evolving to a point of much more concentration on issues related to Jewish survival and continuity. While traditional community planning for special subpopulations such as the disabled and aging continues, many communities have rearranged their planning priorities to focus more resources and attention on questions about the nature of our North American Jewish community in the 21st century.

The national planning agenda has provided the impetus for this change, with major national agencies including the JAFI Jewish Education Committee (North America), JESNA, CAJE, JWB and the CJF all raising the visibility of Jewish education and continuity as an issue of primary concern requiring extraordinary community efforts.

A second impetus for change has come from research. Within both academic and communal circles a number of influential studies have recently been published which have given support to concerns about Jewish continuity and pointed towards possible solutions for problems faced in the field. These include the work done by Perry London and his colleagues at Harvard on Jewish identity formation, by Alvin Schiff and his colleagues in New York on supplementary schools, and by Barry Shrage in Cleveland on experimentation leading to institutional change. These studies, along with many others, suggest the need for changes in our communal funding priorities, in our basic educational approaches and in the breadth of players involved in Jewish education. This article will explore the implications of this knowledge as a guide to federations entering this field.

#### CHANGING ROLES FOR FEDERATIONS

Jonathan Woocher's concept of the "communalization" of Jewish education sets the stage for a new role for federations to be directly involved in broad-based community planning for Jewish education and continuity. We have learned from the national efforts that community-wide collaborative efforts are necessary for Jewish education planning to be meaningful in the 1990s. It is clear that many institutions have long played and will continue to play essential roles in the delivery of educational services, creation of educational materials, the training and support of educational personnel, and evaluation. What is newly emerging is the realization that federations can serve a key role in the communalization of Jewish education by facilitating and coordinating the community's efforts at improving its educational systems. Federations will not replace the work of BJE's, synagogues or JCC's, but they can add a vital new dimension to the field of Jewish education by addressing changing norms in communal life, involving the highest level of leadership and accessing new levels of funding.

Top community leadership is, of course, federations' most valuable asset. These are the people who are able to focus others on an issue and generate and move funding towards a particular goal. The leadership is also best able to reestablish community norms and address the dissonance between family practices and Jewish customs as learned in school. There are many national leaders from

SEP 24 '98 15:57 PAGE. Ø11

CJF, JWB, JESNA and elsewhere getting deeply involved in this issue and working with their peers to get them involved.

Access to funding is another major reason to have federations at the center of the new movement towards the primacy of Jewish education and Jewish continuity on the communal agenda. Federations will be called upon to raise more money to address these issues, manage the difficult process of rearranging existing community priorities, and work with people who are capable of establishing special purpose funds to assure this activity in perpetuity. Federations can bring to bear endowment and ongoing operating support to leverage other money for this purpose. The new program concepts are big, expensive and broad-based enough to require the communities' "central address" to be the key player and coordinator and to work alongside other communal and religious organizations to bring about the desired changes.

Partnering with the synagogues is another role for federations. After all, about 80 percent of our young people who get some Jewish education get it in a synagogue school. These key service providers can neither do the whole job alone, nor should they be asked to give up their autonomy. Rather, we have started to see incredible strength in the joint-venture approach--since everyone will win if we are successful.

#### MODELS OF COMMUNITY ORGANIZATION

Many federations have already engaged in Federation-led community planning for Jewish identity and continuity. Commissions, committees and task forces are already well advanced in Baltimore, Cleveland, Columbus, Dallas, Denver, Detroit, Los Angeles, New York, Pittsburgh, Richmond and Washington. Others are at earlier stages of organization.

"Communalization" of the effort is the key to placing continuity issues high on the community planning agenda. Developing an all encompassing planning process is working. The federations have assumed a leadership role but have been sure to involve all the key players in the community and especially the synagogues.

Professional leadership teams, led by federation planners but including rabbis, school directors, JCC and BJE professionals and academics, are working together to define problems, sort out priorities and develop options to be considered by lay leadership. Most of these 11 communities report that lay involvement on the commission was originally representative of the various institutions. But, once people got involved in consideration of issues that affect everyone, the planning effort gelled into a unified approach. That in Itself was of value in ensuring a broad commitment to program recommendations and appropriate use of financial resources to deal with community-wide issues.

Three different community organization approaches have been taken by the communities that are more advanced in the planning process: 1) traditional planning, 2) request for proposals, and 3) seed money. Before detailing the approaches, it is important to note that all three have as a prerequisite active experimentation with individual program ideas prior to the communal approach. Whether it be family education in Detroit, synagogue-based

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teacher training in Baltimore or outreach programs in Denver, in all cases program experimentation has set the stage for people's willingness to believe that change in the educational system is possible and can have a positive impact on Jewish continuity.

Briefly, the three community organization models look like this:

#### Traditional Planning --

Cleveland and Baltimore have convened all the players in the community to go through the exercise of defining problems; sorting out priorities; developing and considering action plans; developing full program, implementation, funding and evaluation plans, and then publishing blueprints for broad-based community action. This process is closely linked to the traditional planning activity in these and many other communities. However, in both cases, the intensity of effort, commitment and excitement was unusually high. The broad-based partnership with the synagogues appears to be one of the most important keys to these successes.

#### "Request for Proposals" --

Detroit's process was initially similar to the Cleveland and Baltimore experience. However, after establishing priorities, Detroit published an inventory of issues the community wanted addressed through innovative program proposals. This "request for proposals" approach caused agencies, synagogues, and individuals to begin to think and plan together around the newly established community directives. This type of planning process should be possible in any size community and under almost any set of circumstances in the schools and other community institutions. Once a community establishes its goals and priorities, then it can begin determining who should be responsible for any new program initiatives and how they will be funded.

#### Seed Money Approach --

Columbus put its resources out front as an incentive for cooperative planning and creative thinking in dealing with identified community problems. The Federation's Board of Trustees set aside \$250,000 of campaign money and then initiated a federation-led process to decide how best to spend it.

For all the differences between approaches, the planning processes had much in common. They all demonstrated that federation-led efforts can quickly go public with new priorities and be quite flexible in moving ahead with the planning process. They came to similar conclusions in identifying three elements that are basic to improving the effectiveness of the educational system. They are 1) the need to professionalize the personnel in Jewish education, 2) the need for involving parents in the Jewish identity formation of their children, and 3) the need for more and better informal educational experiences for building the Jewish identity of our youth. We will review each of these in greater detail.

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#### PERSONNEL

North American Jewry is suffering from the lack of a profession in Jewish education. We have many people working in the field, but most in part-time, poorly compensated, low status positions. We have yet to create the conditions for working in this field which will attract highly qualified people, adequately compensate and support them, and offer them a challenging ladder of opportunity for a professional career.

Creating a profession of Jewish education is an idea whose time has come. The day school movement has made the most progress in offering full-time work, opportunities to advance oneself up a career ladder and, in some cases, competitive salaries and benefits. In supplementary schools and in many informal educational contexts, the professional opportunities have been far more limited, and we are seeing an increased reliance on avocational personnel. There have been urgent calls to find ways to creatively combine positions and offer educators full-time employment that is challenging, long-term and well compensated.

There are communities which have begun to take up the challenge of improving the quality of personnel in supplementary schools by helping part-time teachers acquire the skills and knowledge needed to be more effective in classrooms. In Baltimore schools have been given incentives to engage a majority of their teachers in skill training. In Cleveland a "personal growth plan" has been developed which provides individualized training programs, recognizing different backgrounds in content knowledge and pedagogic skills. Several communities are providing teachers with the opportunity to study in Israel and many sponsor participation in professional conferences such as those run by CAJE. These and other approaches will need to be developed to build a profession of Jewish educators.

#### INFORMAL EXPERIENCES

Research in Jewish identity formation and in Jewish professional career choices offers support to a long-held theory that informal educational experiences can play a significant role in influencing one's commitment to Jewish life. For example, Cleveland's demographic study of Jews from 18-29 years old found that many people cite summer camp, a trip to Israel or a youth group experience as most positively enhancing their current Jewish identity.

Even were everyone to agree to grant informal education a key role in Jewish education, from a planning perspective, it could not stand alone. Informal education is inherently connected to the other pieces of the puzzle. We do not have a cohort of professionals who combine strong Jewish knowledge with group work skills, so enhanced training of personnel is an immediate prerequisite. Second, for meaningful Jewish experiences to be properly understood, students need formal education to interpret them. Third, since informal education relies heavily on "artificial environments" such as summer camps and weekend retreats, there need to be bridges built to connect the "high" of these beyond the classroom experiences to the daily life of the community. In all cases, the informal experience needs to be expanded upon to be most truly effective.

For Federation planning, there is a need for a comprehensive approach, integrating BJE, JCC and school personnel. This approach provides an opportunity for people who care about these issues to talk and learn from each other. Program models like Columbus' Discovery Program which integrates preparation for an Israel trip into school curricula and JCC family recreats provide great food for thought in the Federation planning arena.

Suggestions for integrating formal and imformal educational experiences can be found in the supplementary school study done by the New York BJE. Although it may seem to the leadership like a radical step, a number of planners and educators are now considering shifting supplementary school hours in some years from the mid-week program to more experiential weekend retreats. That these major shifts can even be contemplated represents a significant belief in the power of providing a Jewish life experience to students whose families may otherwise not provide it and whose formal Jewish education is otherwise not linked to their daily lives.

#### JEWISH FAMILY EDUCATION

It has long been recognized in general education that schools cannot educate children in a vacuum. If issues studied in the classroom, or even experienced in informal settings, are not supported at home, much of the educational advantage is lost. This idea was given empirical support in the work of Harold Himmelfarb and others. In recent years a number of Jewish educators have begun to close the gap between the Jewish classroom and home by more extensively involving the family in classroom activities.

As with informal experiences, family education cannot be seen as an adjunct to the existing program but rather needs to become part of the program itself. We need to think of ourselves as educating families and not just individual students.

An outstanding example of this is to be found in Detroit's Jewish Education for Families ("JEFF"). Schools are invited to participate in informal family educational programs on the condition that they set up an internal committee structure made up of educators and parents who jointly plan the program and ensure its connection to the curriculum of the formal classroom. This "community organization" concept within the school seems to work well for Detroit schools, and in different forms, has been tried in other communities such as Boston and Los Angeles.

Cleveland is considering a model built on the social work case management approach. Around the lifecycle events, families are open to more extensive connections to the community. At these times, families can be approached to build a program involving their own commitment to learning, Israel experiences and various Jewish schooling options. Each school will learn how to sit down with parents and children to discuss this comprehensive Jewish activity. The federations can support the synagogue schools by bringing to bear communal resources to give the schools the ability to carry out these plans in an effective way.

Page 6

#### CONCLUSION

Reviewing the work of the federation-led planning for Jewish education ongoing in the 11 cities cited above, we find their most important success has been to raise the ante, to involve the top tier of communal leadership in issues of Jewish education and continuity. From their involvement can follow a rearrangement of financial allocations to more fully address the building of a more effective Jewish educational system that will help each provider of services--synagogues and agencies--to fulfill their educational missions.

Those communities which are furthest in their thinking and planning are now dealing with very complex funding, control and governance issues. They must sort out the extent to which community resources can be expended in schools and settings over which the federations have no financial control. For the most part, the top leadership involved in these efforts have come to see that the federations' and synagogues' futures are so inextricably bound that we have no choice but to share control and influence if all of us are to be successful in ensuring Jewish continuity.

Another broad challenge will be the need for evaluation of programs. Studies will have to be commissioned to determine whether newly funded programs are accomplishing their immediate objectives and whether, in the long term, better education leads to more commitment in the next generation. Through JESNA and academic institutions we will need to build adequate facilities to conduct reliable evaluation studies.

Over time we will have to measure the degree of determination that exists on the local level to reorder funding priorities to allow these changes to happen. Unquestionably, important and difficult discussions over priorities will need to be held. Hopefully national initiatives—from JESNA, JWB, CJF and the denominations—will spur change on the local level. The existence of family foundations interested in funding initiatives and the creation of the Commission on Jewish Education in North America should add significant incentives for communal change.

We are fortunate that a number of positive influences converge at this time which help the federations to proceed. The general American return to traditional values and religious life helps. The fact that we have less worry about our physical and social needs in this generation helps. Our massive national resources both from the campaigns and in the foundations will help. Our emerging national cadre of new Jewish education professionals will help. Our mature community planning approaches and relationships with the synagogues help. And, of course, the extensive research and writing related to "what works" in Jewish education helps tremendously, although much more needs to be done.

As the federation-led comprehensive approaches to Jewish education planning continue, we will all need to continue to learn from each other and share successes. The door is wide open, and with hard work and determination we should be ready to take advantage of the many opportunities.

#### REFERENCES

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- 3) Barry Shrage, "From Experimentation to Institutionalized Change: An Action Plan for Jewish Continuity," unpublished manuscript, Jewish Community Federation of Cleveland, 1987.
- 4) Harold Himmelfarb, "The Non-Linear Impact of Religious Schooling: Comparing Different Types and Amounts of Jewish Education," <u>Sociology of Education</u>, Volume 50, 1977.

Special thanks to Dr. Joseph Reimer, Assistant Professor, Benjamin S. Hornstein Program in Jewish Communal Service, Brandeis University, and Staff Consultant, North American Commission on Jewish Education, for his assistance with this article.

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□ ACTIVE PROJECTS ☐ RAW MATERIAL

FUNCTIONAL SCHEDULE
75890 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE FOX ASSIGNMENTS SUBJECT/OBJECTIVE VFL 9/21/93 ORIGINATOR/PROJECT LEADER

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10.	DESCRIPTION		PRIORITY	TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
1.	Finalize arrangements for Bl. with D. Hirschhorn.	austein grant		SF	7/22/93	8/15/93	
2,	Contact the following board in preparation for the Augus and send brief report to VFL	t 26 meeting		SF	2/25/93	8/15/93	
	a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Paul Steinberg f. Isadore Twersky		EWE V F	H			
3.	With AH and BH, draft a job for Barry Holtz.	description		SF	5/19/93	8/19/93	
٠.	With SHH, develop a plan for denominations in each Lead C process.			SF	3/31/93	12/1/93	
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☐ ACTIVE PROJECTS ☐ RAW MATERIAL

FUNCTIONAL SCHEDULE
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FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

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	73890 (REV. 1/89) PRINTED IN U.S.A.	ORIGINATOR/PROJEC	T LEADER	VFL	D	ATE 9/21	/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a recommendation for the use of materials and data CIJE.	a policy on a generated by		ARH	7/9/93	8/12/93	
2.	Contact the following board preparation for the August 2 send brief report to VFL:			ARH	2/25/93	8/15/93	
	a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		VIII				
3.	With SF and BH, draft a job for Barry Holtz.	description		ARH	5/19/93	8/19/93	
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CIJE STEERING COMMITTEE

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ORIGINATOR/PROJECT LEADER

DATE 9/21/93

	ORIGINATOR/PROJECT	LEADER			DATE 3/22	*,,
DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
in preparation for the August	26 meeting		SHH	2/25/93	8/15/93	
advisability of approaching J	esselson		SHH	6/8/93	8/15/93	
Call Carl Sheingold to talk a on the GA agenda.	bout CIJE slot		SHH	7/22/93	8/19/93	
Hoffberger about the Lead Com	munity process	IJ	SHH	3/24/93	TBD	
		1	SHH	3/31/93	TBD	
with chief professional of ea	ch Lead		SHH	5/19/93	TBD	
	Contact the following board m in preparation for the August and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz  With HLZ, talk with MIM about advisability of approaching J family to partner with Jim Jo  Call Carl Sheingold to talk a on the GA agenda.  Propose to MIM that he talk w Hoffberger about the Lead Com in Baltimore and provide an odiscussion points.  With SF, develop a plan for i denominations in each Lead Co CIJE.  With Alan Hoffmann, confer by with chief professional of each Communication to encourage them	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz  With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Call Carl Sheingold to talk about CIJE slot on the GA agenda.  Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.  With SF, develop a plan for involving denominations in each Lead Community in CIJE.  With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz  With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Call Carl Sheingold to talk about CIJE slot on the GA agenda.  Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.  With SF, develop a plan for involving denominations in each Lead Community in CIJE.  With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz  With HLZ, talk with MIM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Call Carl Sheingold to talk about CIJE slot on the GA agenda.  Propose to MIM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.  With SF, develop a plan for involving denominations in each Lead Community in CIJE.  With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz  With HLZ, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Call Carl Sheingold to talk about CIJE slot on the GA agenda.  Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.  With SF, develop a plan for involving denominations in each Lead Community in CIJE.  With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to encourage them to interview	DESCRIPTION  PRIORITY  ASSIGNED TO STARTED  DUE DATE TO STARTED  Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz  With HLZ, talk with MIM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Call Carl Sheingold to talk about CIJE slot on the GA agenda.  Propose to MIM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.  With SF, develop a plan for involving denominations in each Lead Community in CIJE.  With Alan Hoffmann, confer by telephone with chief professional of each Lead Community to interview

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMANN

ORIGINATOR/PROJECT LEADER VFL DATE 9/21/93

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NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVE DATE
1.	Work with CRB Foundation to relationship of Israel exp to Lead Communities.			ADH	7/22/93	8/19/93	
2.	Redraft PERT chart on which milestones for CIJE are his			ADH	7/22/93	8/19/93	
3.	Draft a mission statement Communities project.	for the Lead		ADH	7/22/93	8/19/93	
4.	With staff, prepare time : plan for CIJE.	line and action		ADH	6/17/93	8/20/93	
5.	Write to Roberta confirming arrangements.	ng salary		ADH	9/21/93	9/30/93	
6.	Write to Lilly Foundation up to Indianapolis meeting to Act and other publicat:	g. Enclose A Time		ADH	9/21/93	9/30/93	
7.	Talk with AG about editor reports.	ial review of MEF		ADH	9/21/93	9/24/93	
8.	Talk with AG about submit- reports to VFL on MEF mee activities for bi-weekly	tings and		ADH	9/21/93	9/24/93	
9.	Discuss with MLM whether is should attend HUC meeting 11/22/93.		H	ADH	9/21/93	9/29/93	
0.	Consider whether GZD shou to ALOHA.	ld accompany ADH		ADH	9/21/93	9/29/93	
1.	Clarify with Chaim Botwin proposed use of grant.	ick Baltimore's		ADH	9/21/93	9/30/93	
2.	Arrange to meet with Schin	ndler and Syme on		ADH	9/21/93	10/05/93	3
3.	Arrange to meet with CRB visit.	Foundation on next		ADH	9/21/93	10/05/93	

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FUNCTION CIJE STEERING COMMITTE

SUBJECT/OBJECTIVE A HOFFMANN

ORIGINATOR/PROJECT LEADER VFL DATE 9/21/93

		ORIGINATOR/PROJECT	LEADER	VFL	D	ATE 9/21	,,,,
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
L4.	Write follow-up letter to C Lilly Foundation.	raig Dykstra -		ADH	9/21/93	10/05/93	
15.	Write up meetings with deno training institutions.	minations and		ADH	9/21/93	10/15/93	
6.	Consider issue of tax exemp Mayflower. (BR is working o			ADH	9/21/93	10/20/93	
.7.	Work with VFL on budget plan and structure, to be d SDN in Israel.			ADH	9/21/93	10/26/93	
L8.	Develop a communications pr with our board and advisors broader community.			ADH	9/21/93	11/30/93	
19.	Look into design of CIJE lo	go.		ADH	9/21/93	12/15/93	
20.	Develop descriptive brochur	e for CIJE.		ADH	9/21/93	1/15/94	

□ ASSIGNMENTS
□ ACTIVE PROJECTS
□ RAW MATERIAL
□ FUNCTIONAL SCHEDULE
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SUBJECT/OBJECTIVE	HOLTZ ASS	IGNMENTS		
ORIGINATOR/PROJECT LEADE	R VFL	DATE	9/21/93	

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NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE	
1.	Call Ruth Cohen about a s Milwaukee meeting in Octo establish a vision for Je	ber to help		вн	7/29/93	8/01/93		
2.	Contact the following boa in preparation for the Au and send brief report to	gust 26 meeting		ВН	6/30/93	8/15/93		
	a. Gerald Cohen - done b. Susan Crown c. Billie Gold d. Neil Greenbaum - done e. Thomas Hausdorff f. Mark Lainer - done g. Matthew Maryles - done h. David Teutsch - done	MEKICAN R.C. H. I.						
3.	Meet with J. Woocher for approach to mailing publi			ВН	7/22/93	8/19/93		
4.	With SF and ARH, draft a for Barry Holtz.	job description		ВН	5/19/93	8/19/93		
5.	Prepare a memo summarizing distribution of CIJE mate			ВН	5/28/93	8/21/93		
6.	Arrange for SHH to see sp American Jewish Committee		34	ВН	9/21/93	9/27/93		
7.	Set up a meeting for BH a Ruskay and Rachel Cowan a visit.	and ADH with John For ADH's next		ВН	9/21/93	10/05/9	3	
8.	Work with Atlanta on fill of Director of the Lead (			вн	6/16/93	12/15/9	3	
9.	Prepare suggestions for h pilot projects in Atlanta		th.	ВН	3/5/93	TBD		
10.	Work with Milwaukee on p	ilot projects.		ВН	3/5/93	TBD		
11.	Begin work with Baltimore project.	e on a pilot		ВН	3/5/93	TBD		

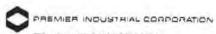
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 9/21/93

			(INITIALS)	ASSIGNED STARTED		OR REMOVED DATE
1.	Work with CJF to schedule a meeting of CIJE with Lead Community representatives on 11/16, in conjunction with the GA.	TP	VFL	7/22/93	8/19/93	
2.	Determine with IVI the best arrangements for Israel travel. Discuss with GZD and BWH.	TP	VFL	9/21/93	9/23/93	
3.	Complete preparation of minutes of staff, Baltimore, board, and executive committee meetings.	TP	VFL	9/21/93	9/24/93	
4.	Write to Lead Communities re: details of November seminar and request input on agenda.	TP	VFL	9/21/93	9/28/93	
5.	Confirm ADH's attendance at ALOHA and get details.		VFL	9/21/93	9/29/93	
6.	Draft cover letter to accompany minutes to people who attended board meeting.	TP	VFL	9/21/93	9/30/93	
7.	Draft cover letter to accompany minutes to people who did not attend board meeting. Suggest additional personal sentence for some. Enclose report on BP in Early Childhood.	TP	VFL	9/21/93	9/30/93	
8.	Subscribe to JTA and Jewish newspapers of the 3 Lead Communities.		VFL	9/21/93	9/30/93	
10.	Arrange for ADH and GZD to meet with Steve Hoffman and Mark Gurvis to discuss Cleveland's use of CIJE materials.		VFL	9/21/93	9/30/93	
11.	Prepare first bi-weekly newsletter.	TP	VFL	9/21/93	9/30/93	
12.	Call Tim Hausdorff and propose meeting with ADH, GZD, BWH about Jim Joseph grant.		VFL	9/21/93	10/01/93	
13.	Organize and arrange meetings for Cleveland "forum" on 11/8 and Milwaukee continuation on 11/9-10. Notify participants of plans.	TP	VFL	9/21/93	10/04/93	
14.	Develop and maintain a 6 month CIJE calendar.	TP	VFL	9/21/93	10/10/93	



☐ ASSIGNMENTS

☐ ACTIVE PROJECTS

☐ RAW MATERIAL ☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 9/21/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
15.	Look into use of Internet/Compuserve for CIJE.	s SP	VFL	9/21/93	10/15/93	
16.	Design and order business cards for staff.	SP	VFL	9/21/93	10/15/93	
17.	Look into options and costs of porta printer for ADH.	able SP	VFL	9/21/93	10/15/93	
18.	Review files on financial commitment of CIJE supporters and be sure Barry Reis' records are complete.		VFL	9/21/93	10/15/93	
19.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agence	3	VFL	4/7/93	10/18/93	
20.	Arrange to have Macintosh disks of names and addresses translated to II use. Explore best way to develop a update a rolodex for staff use. Taldisks to Israel.	nd	VFL	9/21/93	10/18/93	
21.	Arrange for Barry Reis to prepare as submit a monthly summary of expenditures to ADH.	nd SP	VFL	9/21/93	10/18/93	
22.	Work with ADH on budget. Start with work plan and structure.	h TP	VFL	9/21/93	10/27/93	
23.	Prepare a list of CIJE and Mandel Institute consultants used to date their rates of pay.	RP and	VFL	9/21/93	10/31/93	
24.	Revise letterhead.	RP	VFL	9/21/93	10/31/93	
25	Arrange for review of CIJE manual wi staff is in Cleveland.	hen SP	VFL	9/21/93	11/08/93	
26.	Organize materials for parallel set files.	of RP	VFL	9/21/93	11/15/93	
27.	Schedule a telecon with Executive Committee members following a meeti of presidents and executives of par organizations.		VFL	2/25/93	ĪBD	

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	MANDEL	ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/21/93

		ORIGINATOR/PROJECT LEADER		ALL	DATE 9/21/93		
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	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	8/15/93	
2.	Consider establishing a finan	nce committee.	-	MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to board to support CIJE.		V E	MLM		8/31/93	
	1			3/			

SEE MANAGEMENT MANUAL POUCY NO. 8.5 FOR BUILDELINES ON THE COMMETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

	ASSIGNMENTS
	ACTIVE PROJECTS
	RAW MATERIAL
П	FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECTAOBJECTIVE WYGODA ASSIGNMENTS

VFL

73900 (REV. 1/89) PRINTED IN US A ORIGINATOR/PROJECT LEADER

DATE 7/29/93

	ORIGINATOR/PROJEC	LEADER		Di	ALE .	
NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With VFL, draft a written progress report to be sent to the board in early August.		sw	6/30/93	8/1/93	
2,	Ask each Lead Community to prepare netes on annual plan for Baltimore meeting.		sw	7/22/93	8/2/93	
3.	With ARH, discuss with Adam Gamoran what is expected of him at the August 26 meeting.		SW	7/29/93	8/6/93	
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SEE MANAGEMENT MANUAL POUCY NO. 8.5 FOR GUIDGUNES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

ASSIGNMENTS
ACTIVE PROJECTS
RAW MATERIAL
<b>FUNCTIONAL SCHEDULE</b>

FUNCTION CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

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

DATE 9/21/93

DESCRIPTION	PRIORIT	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
Schedule meeting of MLM, AJN, and discuss CIJE funding.	HLZ to	HLZ	7/9/93	7/30/93	
advisability of approaching Jesse	lson	HLZ	6/8/93	8/15/93	
		HLZ	2/25/93	8/15/93	
a. Mandell Berman b. John Colman c. Maurice Corson	CAN INVI	s - 5			
prior to scheduling a meeting wit	h the	HLZ	3/24/93	TBD	
executives of CJF, JCCA and JESNA	and	HLZ	1/28/93	TBD	
	Schedule meeting of MLM, AJN, and discuss CIJE funding.  With SHH, talk with MLM about the advisability of approaching Jesse family to partner with Jim Joseph Contact the following board member preparation for the August 26 meets send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson  Encourage MLM to talk with Corky prior to scheduling a meeting with presidents and executives of CJF, JESNA.  Arrange meeting for MLM with presexecutives of CJF, JCCA and JESNA second meeting to include CRB, CR	Schedule meeting of MIM, AJN, and HIZ to discuss CIJE funding.  With SHH, talk with MIM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson  Encourage MIM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.  Arrange meeting for MIM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.  With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson  Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.  Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi	Schedule meeting of MIM, AJN, and HLZ to discuss CIJE funding.  With SHH, talk with MIM about the advisability of approaching Jesselsom family to partner with Jim Joseph grant.  Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson  Encourage MIM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.  Arrange meeting for MIM with presidents and executives of CJF, JCCA and second meeting to include CRB, Crown, Avi	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.  With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.  Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Mandell Berman b. John Colman c. Maurice Corson  Encourage MIM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.  Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi

## Council for Initiatives in

#### Jewish Education

Date sent: 9 28 Time sent: 8:05

No. of Pages (incl. cover): 4

To: SF, AH, + AH

VFL From:

Organization:

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Phone Number:

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Comments:

For your information, and to keep your up to date on the foundation.

If there are any problems receiving this transmission, please call: 216-391-1852

LMM. JUHT

I CHITTERTING!

#### For Release on Monday September 27, 1993

For further information contact:

Joseph D. Roman

or
Richard A. Shatten
Cleveland Tomorrow
1801 East Ninth Street - Suite 1020
Cleveland, Ohio 44114
216/574-6276

"Roman Picked To Head Cleveland Tomorrow"

Ed Brandon, Chairman of Cleveland Tomorrow announced the selection of Joseph D. Roman as Executive Director of Cleveland Tomorrow. He will succeed Richard A. Shatten who is leaving to head the philanthropic programs of the Mandel family and the Premier Industrial Corporation. Mr. Brandon also announced that William Grimberg, currently Director of the Technology Leadership Council, will be promoted to Associate Director of Cleveland Tomorrow, a new position.

"We look forward to Joe's leadership at Cleveland Tomorrow," said Mr. Brandon. "He has contributed greatly to the organization's record, particularly in neighborhood and downtown development." Mr. Roman has been Senior Associate of Cleveland Tomorrow since 1986. Since 1988, Mr. Roman also has directed the Cleveland Development Partnership, a \$50 million civic real estate development corporation investing in high impact projects in Cleveland's downtown and neighborhoods. Prior to joining Cleveland Tomorrow, he had a variety of positions in government and public affairs. Mr. Roman has a Bachelor's Degree in political science from State University of New York and a Master's Degree in public administration from Harvard University's Kennedy School of Government.

"I look forward to continuing our commitment to high quality work on behalf of the region's economic revitalization," said Mr. Roman. "Under Richard's leadership, Cleveland Tomorrow has helped move Cleveland forward but, of course, much remains to be done to maintain Cleveland's competitiveness as an attractive place to work and visit. The continued involvement and commitment of our members and community partners will remain essential to our success."

TO MANDELINST PAGE, DOZ

"We are delighted that Richard has found such an exciting opportunity" said Mr. Brandon. Although Richard is leaving Cleveland Tomorrow, we are fortunate that he will continue to be an important resource to Cleveland in his new position. We are fortunate to have had Richard's services at Cleveland Tomorrow for more than eleven years and we wish him the best in the future." Mr. Shatten joined Cleveland Tomorrow in 1982 as Senior Associate. Prior to joining Cleveland Tomorrow, he was an Associate at McKinsey & Company and part of the original study team that recommended the formation of Cleveland Tomorrow.

"It has been a privilege to be associated with Cleveland Tomorrow," said Mr. Shatten. "In 1980, when I first began working on the Cleveland Tomorrow study, few of us could have imagined the effect we would have as a partner in Cleveland's comeback. We have helped establish Cleveland as a national example of a community addressing problems and taking advantage of opportunities. I am proud to have contributed to this change. Jos Roman and Bill Grimberg have an outstanding record of achievement. With their support, Cleveland Tomorrow is sure to remain a vital part of the community."

Mr. Grimberg has been Senior Associate of Cleveland Tomorrow and Director of its programs to advance technology and enterprise in the region. Mr. Grimberg attended Georgetown University and graduated from the University of Minnesota with a Bachelor's Degree in political science. "Bill's promotion to Associate Director reflects his growing contribution to Cleveland Tomorrow and the importance of his work to our mission," said Mr. Brandon. "Cleveland Tomorrow continues to expand its commitment to technology-driven economic development," said Mr. Grimberg. "I am pleased to be part of the management team."

Cleveland Tomorrow is a committee of the Chief Executive Officers of Cleveland's largest companies. It was formed in 1982 to help the private sector identify fundamental efforts in regional economic development.

## Shatten leaving Cleveland Tomorrow

By STEPHEN PHILLIPS

PLAIN DEALER REPORTER

CLEVELAND

Richard Shatten, longtime head of the influential executive group Cleveland Tomorrow, will leave the job Oct. 31.

Replacing him as executive director will be Joseph D. Roman, Cleveland Tomorrow's senior associate. Cleveland Tomorrow is a nonprofit group comprised of the top executives of the area's 50 largest companies.

Shatten will become head of the foundations of the Mandel family and their business, Premier Industrial Corp., in Janu-

Cleveland Tomorrow's focus will not change. Under a fiveyear plan unveiled last December, the group said it intends to concentrate on creating a regional tourist destination out of Cleveland-area attractions, improving the area's manufacturing base, and shoring up Cleve.

Roman joined Cleveland Tomorrow in 1986 as a senior associnte. He also has served as diof the Cleveland Development Partnership, which invests in Cleveland real estate

"The only change is that Joe will bring his own style," said Edward Brandon, chairman of Cleveland Tomorrow and of National City Corp. "We were fortunate to have so many good peo-ple internally for this. We can go ahead with what is already on our plate without disruption.

Cleveland Tomorrow has been credited, largely during Shatten's tenure, with keeping alive the Gateway stadium project, helping redevelop downtown Cleveland, and spawning a series of ventures intended to help the area move forward. These include Primus Venture Partners, an investment fund for local

iand's neighborhoods. Roman businesses, and the Cleveland co-authored the plan. Advanced Manufacturing Prograin.

> Also promoted was William Grimberg, currently director of Cleveland Tomorrow's technology leadership council, to the newly created position of associate director.

> Shatten said he will help the "Mandels with their philanthropic goals." As for specifics, he said he'd "find out when I get there." Morton L. Mandel, Premier Industrial's chairman and chief executive, is a former chairman of Cleveland Tomorrow.

The three Mandel family foundations and that of the company are focused on improving personnel and management in the non-profit field, higher education, neighborhood revitalization, the Jewish community and issues related to Israel.

According to the 1993 Foundation Directory, the combined assets of the Mandel and Premier foundations are \$23 million.

# Doll

TOYS FROM 1-F

But the private of pects \$90 million in sa. 13% increase from 199 dolls that broke toyla

ing rules.

With soft bodies limbs, 18-inch Americ sell for \$85, almost price of high-end pla company advertises a sively through directaimed at parents and And although the toy lieves that girls aband age 6, most Americ owners are 7 to 12.

"We proved the to wrong," Rowland sai a woman founded the toy companies don't cause they have essimanagements. what women and girls

What they want, s

## Inside a labor-management par

#### WORKERS FROM 1-F

The process was made somewhat easier at L-SE, where the architects of the new process started with a clean slate, rather than trying to remake sacrosanct procedures at an existing operation.

- In addition, all original employees - about 45 from the bargaining unit and 15 from management - went to Japan for an average of 10 days to review plating technology.

They also looked at the best of what American and Japanese companies had done in designing their labor systems, but they consider theirs an American system devel-

100

PAGE.

oped by L-SE.

L-SE takes LTV steel coils. which weigh an average of 22 tons, feeds them into an 890-foot-long electrogalvanizing line, where the steel is coated with zinc to prevent rust. Electrogalvanizing gives a superior finish to steel than older methods of rustproofing, such as hot-dip galvaniz-

The steel is then rolled and shipped, primarily for stamping into hoods, fenders and other external auto-body parts.

The company was formed in the mid-1980s, after automakers warned they were going to require steel they purchased for external body parts to be electroplated with zinc first. Five ventures pursued the work.

L-SE's owners knew the competitive advantage would not rest in technology - electroplating technology was available to rivals but in keeping customers satisfied with quality and service.

They worked with the United Steelworkers to create a labor agreement unique in the domestic steel industry: Rank-and-file workers would help design the organization and remain at center stage once the lights went on.

"A real cornerstone was letting people in the company put together whatever they were governed by," said Ken Pohl, senior director for participative work systems for LTV Steel. " ple put the organiza there's a greater ser ship."

When outsiders 1 common question is tell workers and supe It's not just that eve ing plant manager wears the same uni make decisions trad: domain of managem

In-house committee mined how worker base wages to top s pany declined to rev in deference to work

Workers also have mental pay increas mined what knowle

Apple" "On-the-Spot Rebates, On-Target Solutions,"

IO WHYDELINST



Hurry to Co

Apple rebates en

DRAFT 9/28/93

Consulta '/'

To: Chaim Botwinick Lauren Azoulai Ruth Cohen

#### Dear

This is to continue place for the next point meeting of the Lead Communities, scheduled to take place in Montreal on Theoday, November 16 and Wednesday. November 17. We will meet at Le Centre Sheaton, Salon 5. In order to accommodate everyone, we will begin on Theoday with an optional lumbers and plan to meet promptly as 2.00 n.m. We report to go the ugh Winner and will into the occurry on Theorems. We will reconvice to go the ugh Winner and will into the occurry on Theorems. We will reconvice to do the ugh Winner and will with June. You can plan to the formula the large after 2:00 p.m.

A words appreciate your suggest of for the anenda of this meeting. May be about a first the other in Coorder with state for the frish outs.

And the first the property by Occadent F would be appreciated.

I would also appreciate Anti-checking with others in your community, about their attendence plans. If I not hope to have the law leaders and factor in staff to your adverte the head company of works.

Please a first your egents suggestions and your intendence has its firm that I feet force I to reading you in Manifest.

Mark to Publication

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION MET

P.O. Box 94553, Cleveland, Ohio 44101 Phone: (216) 391-1852 • Fax: (216) 391-5430 111

Chair Morton Mandel

Vice Chairs
Charles Goodman
Neil Greenbaum
Matthew Maryles
Lester Pollack

September 28, 1993

Honorary Chair Max Fisher

David Arnow
Daniel Bader
Mandell Berman
Charles Brontman
Gerald Cohen
John Colman
Maurice Corson
Susan Crown

Susan Crown
Irwin Field
Alfred Gottschaft
Arthur Green
Thomas Hausdorff
David Hirschhorn
Henry Koschitzky
Mark Lainer

orman Lamm
Norman Lipott
Seymour Martin Lipoer
Florence Melton
Melvin Merians
Charles Flatnur
Esther Leah Pitts
Richard Scheuer
Ismar Scherich
Isadore Twenky
Bennett Yar owits

Dr. Adam Camoran
University of WisconsinMadison
Social Science Building
1180 Observatory Drive
Madison, Wisconsin 53/06

Dear Adam

Would you please ask Claire Rottenberg to send the computer, transcriber, and Yax machine purchased for her work with the MEF project to me at 4500 Euclid Avanue, Cleveland, Ohio 44103. She may want to take them to a commercial mailing company to ensure that they are safely packaged. We will be happy to reimburse her for any expenses incurred.

Thank you very work

Cordially,

Virginia F. Levi

HORIZED

The per - 2# Council for Initiatives in F Jewish Education A No. of Pages (incl. cover): Tema senti 8:45 X Date sent 1100 From: To: Alan Wolfmann Ginny Levi Organization: C Phone Number. Phone Number (216) 391-1852 0 Fax Number: Fax Number. V (216) 391-5430 E Zaile Horris, who said at the moment 1-3 sac's schedule is gretty open. SF has also been trying to get this info. Do you S Zoch will be in Sanael 10/13-28. Dan arines the evening of the toth. His askedule is quite open. H it sounds as though he is available F - 24, except Sat. If you want me & E a sperific time place, let me know. I think & already told you they a staying at the Morial. I Will you get back to me about Roberta's questions? The's arrious to hear Hove a good trip. If there are any problems receiving this transmission please call: 216-391 1852

alen - OK, to do this letter to:

Sail Barry Odam Ellen Roberta Julie Daniel? Anyone else?

September 29, 1993

Gail Z. Dorph 588 West End Ave. Apt. 2A

New York, NY 10024

Dear Gail:

This is to confirm plans for the next joint meeting of the Lead Communities, scheduled to take place in Montreal on Tuesday, November 16 and Wednesday, November 17. We will meet at Le Centre Sheraton, Salon 5. In order to accommodate everyone, we will begin on Tuesday with an optional luncheon and plan to meet promptly at 2:00 p.m. We expect to go through dinner and well into the evening on Tuesday. We will reconvene Wednesday morning and conclude with lunch.

Please let Ginny Levi know your attendance plans by the 8 8 She will take case of room reservations. I look forward to seeing you in Montreal.

Cordially,

Alan D. Hoffmann

### COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101 Phone: (216) 391-1852 • Fax. (216) 391-5430

Chair

Monon Mandel

September 29, 1993

Ms. Lauren Azoulai

Vice Chairs

Charles Goodman

Neil Greenbaum

Matthew Maryles

Lester Pollack

Atlanta Jewish Federation 1753 Peachtree Road, NE

Atlanta, Georgia 30309

Honorary Chair

Max Fisher

Dear Lauren

pard David Arnow

Daniel Bader

Mandell Berman

Charles Brontman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschham

Henry Koschitzky

Mark Lainer

Norman Lamm

orman Lipott

Seymour Martin Linset

Esmer Last Ritz

Richard Scheuer

Ismar Schrusch

Isadore Twersky

Bennett Yanowitz

This is to confirm plans for the next joint meeting of the Lead Communities, scheduled to take place in Montresi on Tuesday, November 16 and Wednesday, November 17. We will meet at Le Centre Sheraton, Salon 5. In order to accommodate everyone, we will begin on Tuesday with an optional luncheon and plan to meet promptly at 2:00 p.m. We expect to go through dinner and well into the evening on Tuesday. We will reconvene Wednesday morning and conclude with lunch. You can plan to move on to other meetings after 2:00 p.m.

I would appreciate your suggestions for the agenda of this meeting May I count on you to check with others in Atlanta for their thoughts, as well? Your response by October 8 would be appreciated.

I would also appreciate your checking with others in Atlanta about their attendance plans. It is our hope to have the lay leaders and federation staff involved with the Lead Community project.

Please submit your agenda suggestions and your attendance list to Ginny Levi. I look forward to seeing you in Montreal.

Cordially,

Alan D. Hoffmann

### COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101 Phone: (216) 391-1852 • Fax: (216) 391-5430

Chair

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Honorary Chair

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Javid Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Altred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschhorn

Henry Koschitzky

Mark Lamer

Norman Lamin

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sym as Martin Lipset

Florence Mellon

Melvin Merians

Charies Ratner

Esther Leah Ritz

Richard Strough

Ismar Schoear

Isadore Twersky

Bennett Yanowitz

September 29, 1993

Dr. Chaim Botwinick

Board of Jewish Education of Baltimore

5800 Park Heights Avenue

Baltimore, Maryland, 21215

Dear Chaim:

This is to confirm plans for the next joint meeting of the Lead Communities, scheduled to take place in Montreal on Tuesday, November 16 and Wednesday, November 17. We will meet at Le Centre Sheraton, Salon S. In order to accommodate everyone, we will begin on Tuesday with an optional luncheon and plan to meet promptly at 2:00 p.w. We expect to go through dinner and well into the evening on Tuesday. We will reconvene Wednesday sorning and conclude with lunch. You can plan to move on to other meetings after 2-00 p.m.

I would appreciate your suggestions for the agenda of this meeting. May I count on you to check with others in Baltimore for their thoughts, as well? Your response by October 8 would be appreciated.

I would also appreciate your checking with others in Baltimore about their attendance plans. It is our hope to have the lay leavers and federation staff involved with the Lead Community project.

Please submit your agenda suggestions and your attendance list to Ginny Levi. I look forward to seeing you in Montreal.

Cordially.

Alan D. Hoffmann

## COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P O Box 94553, Cleveland, Ohio 44101 Prione: (216) 391-1852 • Fax (216) 391-6430

Chair

Morton Mandel

September 29, 1993

Vice Chairs

Charles Goodman

Neil Greenbaum

Matthew Maryles

Lester Pollack

Dr. Ruth Cohen

Milwaukee Jewish Federation, Inc.

1360 N. Prospect Avenue

Milwaukee, Wisconsin 53202

Honorary Chair

Max Fisher

'oard

avid Arnow

Daniel Bader

Mandell Berman

Charles Brontman

Gerald Coner

John Colman

Maurice Corson

With Contract Contract

Susan Crown Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdari

David Hirschnorn

David ruiscillingin

Henry Koschitzky

Mark Lainer

Norman Lamm

orman Lipoti

symour Martin Lipse

Florence Melton

Meivin Merians

Charles Ratner

Esther Leah Ruz

Richard Scheue:

Ismar Schoisch

Isadore Twersky Bennett Yanowitz Dear Buth

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I would appreciate your suggestions for the agenda of this meeting. May I count on you to check with others in Milwaukee for their thoughts, as well? Your response by October 8 would be appreciated.

I would also appreciate your checking with others in Milwaukee about their strendance plans. It is our hope to have the lay leaders and federation staff involved with the Lead Community project.

Please submit your agenda suggestions and your attendance list to Cinny Levi I look forward to seeing you in Montres!

Cordially,

Alan D Hoffmann

MEMO TO: Alan I

Alan Hoffmann

FROM:

Virginia F. Levi VX

DATE:

September 29, 1993

SUBJECT:

CIJE Corporate Credit Card

Steps have been taken to get a credit card to which the purchase of plane tickets can be billed directly. In discussing this with Ann Klein and Paul Moraco, several questions came up. I am passing them on to you for resolution.

The first question is who will be able to purchase tickets in this manner. Is this limited to Gail's use? Should it include you and Barry as well? Should it be used for travel by the MFF texm? Should anyone traveling on behalf of CLIF he able to bill tickets in this manner? With our current clerical support it would be difficult to monitor if everyone used it.

The second issue is whether, as is the case with Premier, this card is for use only when back to-back tickets are purchased. (This involves the purchase of two round-trip tickets in order to be able to take advantage of lower fares when a Saturday stay is included.) We could easily justify the use of the card for any CIJE traveler purchasing back-to-back tickets.

In any case, these questions should probably be resolved before the card is used. Once we have in, I will suggest that it be made svailable for Gail's use in purchasing back to-back tickets while these issues are considered.

TO:

Lead Community Leadership

FROM:

Alan D. Hoffmann

DATE:

September 29, 1993

SUBJECT:

CIJE Staff and Consultants

At the Lead Communities seminar in Beltimore, I promised a summary of who's who in CIJE and how we can be reached. While assignments may vary in the future, the following should provide you with a picture of where we are today.

#### I. Core Staff

A. Alan D. Hoffmann - Executive Director P. D. Box 94553

Cleveland, OH 44101 Phone: 216-391-1852 FAX: 216 391 5430

I will be coordining the work of the core staff and consultants. I will serve as liaison between CIJE staff and consultants and the CIJE board and advisors. I can always be reached through the CIJE central office, which will forward messages to me on a daily basis, even when I am in Israel [My family is in the process of moving to the U.S. during this year]

B Gail Z. Dorph - Project Officer \*588 West End Ave.

APT. 2A

New York, NY 10024 Phone: 212-769-0725 FAX. Not yet in place

Gail will be working most directly with the Lead Communities and will usually be your first point of contact. She will visit each community on a regular hasis and will consult with staff and consultants to determine the best use of her time. She will focus on personnel development.

C. Barry W. Holtz - Program Officer 299 Riverside Drive, 4B New York, NY 10025 Phone: 212-864-3529 FAX: 212 864-6622

Earry will continue to work on the development of Best Practice reports and will work with Lead Communities to determine how to use "Best Practices" at the local level. He will work with the Lead Communities on the conceptualization and development of pilot projects.

<sup>\*</sup> We are presently in gating options for office space in NY and will inform you as soon a have an address, phone & fax.

D. Virginia F. Levi ClJE Coordinator

P. O. Box 94553 Cleveland, OH 44101 Phone: 216-391-1852 FAX: 216-391-5430

Ginny will manage the CIJE headquarters office in Cleveland. If you are uncertain about whom to contact about a particular issue or concern, she can direct your call.

E. Adam Gamoran Director, Honitoring, Evaluation & Feedback Project University of Wisconsin

Dept. of Sociology 1180 Observatory Drive Madison, WI 53706 Phone: 608-263-4253 FAX: 608-263-6448

Adam will work with Flien Goldring to direct the work of the field tesearchers, and will continue to design instruments to help us understand both process and outcomes in the Lead Communities and to inform GLIE and the broader community of the results.

F. Ellen Coldring - Co Director, Monitoring, Evaluation & Feedback Project

Peabody College Vanderbilt University Dept. of Educational Leadership P. O. Box 514 Nashville, TN 37203 Phone; 615-322-8037 FAX: 615-343-7094

Ellan will work with dam and the MEF team, as described above.

G. Roberta Goodman 149 Nautilus Drive Madison, WI 53705 Phone: 608-231-3534

FAX: 608-231-6844

Roberta serves as the field researcher for Milwaukee and works with the MEF team.

H. Julie Tammiyaara 58 Penny Lane Baltimore, MD 21209 Phone: 410-653-4648

FAX: 410-653-3727

Julie serves as the field researcher for Baltimore and works with the MEF team.

#### II. Consultants

Stephen H. Hoffman - Executive Director Jewish Community Federation of Cleveland 1750 Euclid Ave. Cleveland, OH 44115 Phone: 216-566-9200

FAX: 216-861-1230

Steve will remain involved with CLIE with a particular emphasis on community process issues.

B. Seymour Fox - President

Mandel Institute for the Advanced Soudy & Development of Jewish Education

8 Hovevei Zion Street Jerusalam 92226 Israel Phone: 0119722 662-832

FAX: 0119722 619-951

Seymous will continue to work with us on the implications of the "Educated Jew Project" for the development of goals and vision in the Lead Communities.

Director G. Annette Hochstein Mandel Institute for the Advanced Study & Development of Tewish Education 8 Hovevei Zion Street Jerusalem 92226 Israel Phone: 0119722 662-832

Annette will continue to work closely with Adam and Ellen on the monitoring, evaluation & feedback project.

D. Do Pekarsky 260 University Houses Madison, WI 53705 Phone: 608-233 4044

FAX: 0119722 619-951

Famiel will work with the Lead Communities on the goals project.

E. Shmuel Wygoda 10 Yehoshafat Street Jerusalem 93152 Israel The = 0119722 617-418 FAX - 19722 619-951

> Should is available to work with us on personnel training in Israel for Lead Communities and with the denominational training institutions.

Please let me know if you have any questions. I will keep you updated as any of this information changes

Council for Initiatives F Jewish Education Α No. of Pages (incl. cover): X Date sent: 7 From: Organization: C Phone Number: Phone Number: O Fax Number: Fax Number: Comments: E These you have a chance to look at the when and give me your feedback. I'll whom some personalized centences, etc., R S but worder if you have comments on the Н E F T If there are any problems receiving this transmission, please call: 216-391-1852

September 30, 1993

Name

Dear :

I am sorry that you were unable to attend the recent meeting of the CIJE Board of Directors. I am sure that you would have been as pleased as I was with the reports from the three Lead Communities and with developments in the staffing. I hope that the enclosed minutes will give you a sense of our progress.

Since the board meeting, Alan Hoffmann and the CIJE staff have been working closely with the communities and consultants to move our process forward. You can expect to receive periodic updates on their work.

Best wishes for a happy, healthy New Year,

MORTON L. MANDEL -- Chair

[Add sentence transmitting Executive Committee minutes]

September 30, 1993

Name

Dear :

I am pleased to send you the enclosed minutes of our most recent CIJE Board of Directors meeting. I hope that you left the meeting with the same sense of optimism for the future of Jewish education that I had after hearing from the leaders of the three Lead Communities and members of the CIJE staff.

Since the board meeting, Alan Hoffmann and the CIJE staff have been working closely with the communities and consultants to move our process forward. You can expect to receive periodic updates on their work.

Best wishes for a happy, healthy New Year.

MORTON L. MANDEL -- Chair

[Add sentence transmitting Executive Committee minutes]

OCT 1 '93 7:37 TO MANDELINST PAGE, 003

#### ADH SCHEDULE NOVEMBER 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7 Cleveland 7?PM Staff Mtg.	8 Cleveland 7:30-9 Staff+MLM, SHH,HLZ 9-3:30 Staff+SHH 3:30-5 Mgmt Com'tee 5-? MLM+ADH	9 Cleveland To schedule: 1.C.Ratner,AH,GD,BH 2.CIJE staff+JCF staff 3.R.Shatten+ADH	10 New York 10:30-4 CJF Comm'sn	11 Montreal?  C.Bronfman	12 Detroit?  B. Berman	13
14 Milwaukee Staff Meeting Str. Plng. Retreat	15 Milwaukee Str. Plng. Retreat To Montreal	16 Montreal Noon-? LC Seminar	17 Montreal ?-2 LC Seminar	18 Montreal	19 Montreal	20
21	22	23 Cleveland	24 To Israel	25 Thanksgiving	26	27
28	29	30	To be scheduled: J. Zayman – Balt. E.L. Ritz – Milw. C. Bronfman – Mont. B. Berman – Det. Balt. visit S. Lee Atl. visit	New York: Rosele & Syme Merians Hausdorff Maryles S. Brawarsky Spack Woocher	Chicago: J. Colman S. Crown Maynard Wishner C. Goodman	

# Council for Initiatives in Jewish Education

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Date sent:

Time sent:

No. of Pages (incl. cover):

Tooctober 4, 1993

Organization: D. Hoffmann

Mary Esther Block

Phone Number:

Phone Number:

Fax Number:

Fax Number:

From:

011972 2 619 951 ·

216-391-5430

Mr. Hoffmann,

Enclosed please find today's fax to you.

S

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E

T

If there are any problems receiving this transmission, please call:

216-391-1852

## **JESNA**



JEWISH EDUCATION SERVICE OF NORTH AMERICA, INC.

התברה למען החתוך החטרי בצפון אטריקה

Irwin Field and Simcha Dinitz
Co-chairs
Joint Authority for Jewish Zionist Education
P.O.B. 92

Jerusalem 91920 Israel

3 BROADWAY NEW .ORK, NY 10003-9540 Entrance 418 Lativette Street (212) 529-2000 FAX: (212) 529-2009

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Dear Irwin and Simcha:

I am looking forward to seeing you in a few weeks at the meetings of the Commission of the Joint Authority. Since our last meetings, I have had the honor of being elected President of JESNA, and it is in that capacity, as well as in my Commission role, that I am writing.

September 29, 1993

You may recall that for the past several years JESNA has coordinated a successful series of seminars in Israel for central agency for Jewish education and community day school personned. The programs organized within this framework, planned and implemented cooperatively with all of the departments of the Joint Authority, have filled an important niche in the overall effort to maximize training opportunities in Israel for Jewish educators from the diaspora.

To this point, funding for the seminars has come from a grant from the Joint Program for Jewish Education. This grant will conclude at the end of this year. We have had ongoing discussions with David Harman and the department heads and directors general about how best to continue funding this program, which all agree merits continuation. We have estimated that \$15,000 per year will cover the cost of subsidizing future seminars.

I am writing now, as the final preparations are being made for presenting the 1994 budget of the Authority to the Commission, to express my strong hope that the funding needed to continue these seminars will be incorporated in the budget. If there is any problem in this regard, I would appreciate being made aware of this as soon as possible so that we can avoid any awkwardness at the Commission meeting itself.

With my thanks and best wishes for the new year.

Sincerely,

Billie

Billie Gold

David-Harman
Shlomo Gravitz
Eliezer Sheffer
Joseph Wernik
Walter Ackerman
Miriam Gafni
Alan Hoffman
Avraham Infeld
Jerome Friedman
Andrew Groveman
Michael Rukin
Alvin Schiff
Jonathan Woocher
David Resnick



TO:

CIJE Staff and Consultants

FROM:

Ginny Levi

DATE:

October 4, 1993

As we work to better organize the CIJE administrative services, it would be helpful if you would provide me with information about the equipment provided to you by CIJE. Please complete the chart below and return it to me by Friday, October 8.

	Equipment Description (e.g. fax machine)	Make & Model	Serial Number
1.			
2.			
3.			7
4.			
5.			

☐ ASSIGNMENTS □ ACTIVE PROJECTS ☐ RAW MATERIAL

☐ FUNCTIONAL SCHEDULE

71890 (HEV. 1/89) PRINTED IN U.S.A.

FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

S HOFFMAN ASSIGNMENTS

VFL.

DATE 9/29/93

		ORIGINATOR/PROJEC	TLEADER	VFL	E	NATE 9/29	/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVE DATE
1.	Contact the following board of in preparation for the August and send brief report to VFL	t 26 meeting		SHH	2/25/93	8/15/93	
	a. Jay Davis b. Charles Goodman c. Marvin Lender Verman Lipoff rles Ratner						
2.	With 2, talk with MIM about advis sility of approaching a fami y to partner with Jim Jo	Jesselson	VISH	SHH	6/8/93	8/15/93	
3.	Pr pose to MLM that he talk with Rey berger about the Lead Community process in altimore and provide an outline of dis ussion points.			SHH	3/24/93	TBD	
4.	With SF, develop a plan for : denominations in each Lead Co tJE.		1	SHH	3/31/93	TBD	
5.	w chief professional of each inity to encourage the Senior Educators.	ach Lead	3	SHIH	5/19/93	TBD	



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☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

A HOFFMANN

ORIGINATOR/PROJECT LEADER

VFT.

DATE 9/29/93

		ORIGINATOR/PROJECT LEADER		VIL	Θ	DATE	
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVEE DATE
1.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.			ADH	7/22/93	8/19/93	
2.	Redraft PERT chart on whice milestones for CIJE are h			ADH	7/22/93	8/19/93	
3.	Draft a mission statement Communities project.	for the Lead		ADH	7/22/93	8/19/93	
4.	With staff, prepare time 1 plan for CIJE.	ine and action		ADH	6/17/93	8/20/93	
5.	Talk with AG about editor! MEF reports.	al review of	VISH	ADH	9/21/93	9/24/93	
б.	Talk with AG about submitting written reports to VFL on MEF meetings and activities for bi-weekly newsletter.		) E 3	ADH	9/21/93	9/24/93	
7 .	Clarify with Chaim Botwinick Baltimore's proposed use of grant.		TI	ADH	9/21/93	9/30/93	
8.	Write to Roberta confirming salary arrangements.			ADH	9/21/93	9/30/93	
9.	Arrange to meet with Schindler and Syme on next trip,		B	ADH	9/21/93	10/05/93	
10.	Arrange to meet with CRB F next visit.	oundation on	13	ADH	9/21/93	10/05/93	
11.	Reconfigure Israel agenda.			ADH	9/29/93	10/06/93	
12.	Write to Lilly Foundation follow-up to Indianapolis Enclose A Time to Act and publications.	meeting.		ADH	9/21/93	10/08/93	
13.	Write up meetings with den training institutions.	owinations and		ADH	9/21/93	10/15/93	
14.	Consider issue of tax exemption at Mayflower. (BR is working on this)			ADH	9/21/93	10/20/93	
15.	Work with VFL on budget start with work plan and structure, to be discussed with SDN in Israel.			ADH	9/21/93	10/26/93	
16.	Develop a communications p internal; with our board a with the broader community	nd advisors;		ADH	9/21/93	11/30/93	
17.	Look into design of CIJE 1	ogo.		ADH	9/21/93	12/15/93	

SEE MANAGEMENT MANUAL POLICY NO. 8,5 FOR GUIDCLINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTE

SUBJECT/OBJECTIVE A HOFFMANN

RIGINATOR/PROJECT LEADER VFL DATE 9/29/93

6)	saad (u.e. 1188) shirited in O.S.A.	ORIGINATOR/PROJEC	T LEADER	VFL		DATE 9/29	9/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
18.	Develop descriptive brochur	e for CIJE.		ADH	9/21/93	1/15/94	
			VISE	1			
			ES				
			1				

□ ASSIGNMENTS

□ ACTIVE PROJECTS RAW MATERIAL

☐ FUNCTIONAL SCHEDULE

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FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

HOLTZ ASSIGNMENTS

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VFL

9/29/93

NO.	DESCRIPTION	PRIÓRITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR OR
1.	With SF and ARH, draft a job description for Barry Holtz.		ВН	5/19/93	8/19/93	
2.	Meet with J. Woocher for guidance on approach to mailing publications.		ВН	7/22/93	8/19/93	
3.	Prepare a memo summarizing proposal on distribution of CIJE materials.		ВН	5/28/93	8/21/93	
4.	Call Chuck Ratner to schedule meeting with ADH, GZD & BWH on 11/9/93.		ВН	9/29/93	10/04/93	
5.	Set up meetings for BH and ADH with John Ruskay and Rachel Cowan for ADH's next visit.		BH	9/21/93	10/05/93	
6.	Ask Sandy Brawarsky to submit a letter about a communications position.		ВН	9/29/93	10/05/93	
7.	Ask Steve Hoffman to arrange with Steve Solender to show BH office space at UJA/Federation.		ВН	9/29/93	10/06/93	
8.	Ask Isa Aron about content and anticipated outcomes of 11/21 \ 22 HUC meeting.		Вн	9/29/93	10/06/93	
9.	Work with Atlanta on filling the position of Director of the Lead Community project.		BH	6/16/93	12/15/93	
10.	Work with Milwaukee on pilot projects.		BH	3/5/93	TBD	
11.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
12.	Begin work with Litimore on a pilot project.		BH	3/5/93	TBD	
13.	Contact the following board members and send brief report to VFL:		ВН	6/30/93	TBD	
	a. Gerald Cohen - done b. Susan Crown c. Billie Gold d. Neil Greenbaum - done e. Thomas Hausdorff f. Mark Lainer - done g. Matthew Maryles - done h. David Teutsch - done					

PREMISE INDUSTRIAL CORPORATION

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

ASSIGNMENTS
<b>ACTIVE PROJECTS</b>
RAW MATERIAL
 WILLIAM STREET, ASSESSMENT

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

FUNCTION

T3890 (REV. 1/89) PENTED IN DATA

GWATOR/PROJECT LEADER VFL DATE 9/29/93

CIJE STEERING COMMITTEE

73890 (REX. 1/29) PRINTED IN U.S.A.		ORIGINATOR/PROJECT LEADER VFL			DATE 9/29/93		
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLE OR REMO DATE
1.	Subscribe to JTA and Jewish the 3 Lead Communities.	newspapers of		VFL	9/21/93	9/30/93	
2.	Organize and arrange meetin Cleveland "forum" on 11/7-9 on 11/14-15. Notify partic plans.	and Milwaukee	TP	VFL.	9/21/93	10/04/93	
3.	Draft cover letter to accompeople who did not attend be Suggest additional personal some. Enclose report on BP Childhood.	sentence for	E S	VFI.	9/21/93	10/05/93	
4.	Draft cover letter to accompeople who attended board m		TP	VFL	9/21/93	10/05/93	
5.	Call Chaim Botwinick about	grant proposal.		VFL	9/29/93	10/05/93	
6.	Call Sara Lee about ADH's c ALOHA meeting and look for meeting time.		Ś	VFL.	9/29/93	10/05/93	
7.	Arrange for ADH and GZD to Hoffman, Mark Gurvis and Da discuss Cleveland's use of	niel Blain to	3	VFL	9/21/93	10/06/93	
8.	Arrange a meeting on 11/9/9 Richard Shatten.	3 for ADH and		VFL,	9/29/93	10/06/93	
9.	Develop and maintain a 6 morcalendar.	oth CIJE	TP	VFL	9/21/93	10/10/93	
10.	Look into use of Internet/C	ompuserve for	SP	VFL	9/21/93	10/15/93	
11.	Design and order business caff.	ards for	SP	VFL	9/21/93	10/15/93	
12.	Call Tim Hausdorff and proposith ADH, GZD, BWH about Jim			VFL	9/21/93	10/15/93	
13.	Prepare first bi-weekly new	sletter.	TP	VEL	9/21/93	10/15/93	
14.	Work with CJF on details of CIJE with Lead Commun by report 11/16 - 17, in conjunct GA.	presentatives	TP	VF1.	7/22/93	10/15/93	

PR	MER INDUSTRIAL CORPORATION
	ASSIGNMENTS
	ACTIVE PROJECTS
	RAW MATERIAL
	<b>FUNCTIONAL SCHEDULE</b>

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SEE MARIAGEMENT MANUAL POLICY NO. 8 FOR GUIDELINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEOU

FUNCTION GIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORNGINATOR/PROJECT LEADER VFL DATE 9/29/93

DATE ASSIGNED DATE ASSIGNED STARTED COMPLE DESCRIPTION PRIORITY NO. DUE DATE (INITIALS) OR REMO DATE SP VFL 9/21/93 10/15/93 15. Lock into options and costs of portable printer for ADH. 16. Review files on financial commitments of SP VFL 9/21/93 10/15/93 CIJE supporters and be sure Barry Reis' records are complete. Plan to discuss letters of agreement for RP 17. VFL 4/7/93 10/18/93 the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda] 18. Arrange to have Macintosh disks of names RP VFL 9/21/93 10/18/93 and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel. 19. Arrange for Barry Reis to prepare and SP VFL 9/21/93 10/18/93 submit a monthly summary of expenditures to ADH. Work with ADH on budget. Start with work 9/21/93 VFL. 10/27/93 plan and structure. 21. Prepare a list of CIJE and Mandel RP VFL 9/21/93 10/31/93 Institute consultants used to date and their rates of pay. 22. Revise letterhead. RP VFL 9/21/93 10/31/93 Arrange for review of CIJE manual when 23 SP VFL 9/21/93 11/08/93 staff is in Cleveland. 24. Organize materials for parallel set of RP VFL 9/21/93 11/15/93 files. 2/25/93 25. Schedule a telecon with Executive RP VFL TBD Committee members following a meeting of presidents and executives of partner organizations.

☐ ASSIGNMENTS

□ ACTIVE PROJECTS

RAW MATERIAL

☐ FUNCTIONAL SCHEDULE

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FUNCTION

CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE

DORPH ASSIGNMENTS

VFI

9/29/93

	73850 (REV. 1789) PRINTED IN U.S.R.	ORIGINATOR PROJE	CT LEADER	VFL	1	DATE 9/29	/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
1	Consider best use of ADH's to November.	ime in LCs in		GZD	9/29/93	10/05/93	
2.	Let ADH know when on 10/15 & could be acheduled.	16 meetings		GZD	9/29/93	10/06/93	
3.	or invests on Atlanta, Bal	timore and		GZD	9/21/93	10/08/93	
4	W/Reform community in Baltime	CLJE contacts	WISH VE	GZD	9/21/93	10/15/93	
	13.		1				

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

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

☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 9/29/93

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NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board me preparation for the August 26 send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer	mbers in meeting and		MIM	2/25/93	8/15/93	
2.	Consider establishing a finance	a normalerna		MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to		EVVIS	MLM		8/31/93	
٥,	board to support CIJE.	Sec Her OH		11144	4/21/23	0) 31/ 93	
	AIR		IV E				
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SEE MANAGEMENT MANUAL POLICY NO. 8.5 PAEMIER INQUISTRIAL CORPORATION FOR GUIDELINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE ☐ ASSIGNMENTS ACTIVE PROJECTS FUNCTION CIJE STEERING COMMITTEE RAW MATERIAL SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS ☐ FUNCTIONAL SCHEDULE 73890 (REV. 1/89) PRINTED IN U.S.A. VFL 9/29/93 ORIGINATOR/PROJECT LEADER DATE ASSIGNED COMPLETED OR REMOVED DATE DATE NO. DESCRIPTION PRIORITY DUE DATE (INITIALS) STARTED 1. Schedule meeting of MIM, AJN, and HLZ to HLZ 7/9/93 7/30/93 discuss CIJE funding. With SHH, talk with MLM about the HLZ 6/8/93 8/15/93 2. advisability of approaching Jesselson family to partner with Jim Joseph grant. 2/25/93 8/15/93 Contact the following board members in HLZ preparation for the August 26 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson HLZ 3/24/93 TBD 4. Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA. HLZ 1/28/93 Arrange meeting for MLM with presidents and TBD 5. executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.

ו שחדי מדח

INDITATION A

#### AGENDA CIJE STAFF TELECON Oct. 6, 1993 9:00 AM (EDT)

Participants: Gail Dorph, Alan Hoffmann, Barry Holtz, Ginny Levi

I. Minutes of 9/29

VFL

II. Assignments of 9/29

VFL

III. GA Plans

ADH

- A. Lead Communities Seminar 11/16-17
  - 1. Who from CIJE will attend?
  - 2. Who from the Communities do we want there?
  - 3. How do we get the right people to come?
  - Logistics: Registration, room reservations, timing of meetings
- B. The GA, itself 11/17-19: Schedule of CLJE-related events
  - Ratner presentation: Do we have any responsibility re: preparation of remarks?
  - 2. MLM intro of PM:
  - 3. Lead Communities breakfast
    - a. Fri. morning 7-8am
    - b. Who is invited?
    - c. Where? MLM's suite? Marty Kraar's? Art Rotman's?
    - d. Any formal program?
- IV. Other Arrangements for ADH's Nov. Visit
  - A. Cleveland
    - 1. Sun., 11/7 Staff meeting time?
    - 2. Mon., 11/8 As previously set
    - 3. Tues., 11/9 Meetings to be scheduled
      - a. Alan, Gail, Barry, Ginny, Chuck Rather
      - Alan, Gail, Barry, Ginny, Steve Hoffman, Mark Gurvis, Daniel Blaine re Cleveland's use of CIJE materials
      - c. Alan, Richard Shatten

#### B. Milwaukee

- Sunday, 11/14 staff meeting Good for Adam, OK for Ellen after 10am. They want to know agenda to plan field researchers' participation. Would like them there part of the time. Daniel?
- 2. Mon., 11/15 Strategic planning meeting Alan, Gail, Barry
- C. Atlanta
- D. Baltimore
- V. Israel Agenda [Random order] To be meshed with ADH outline. ADH
  - A. From 3 to 23
  - B. Attainable lead community goals by April board meeting
  - C. The community of educators and CIJE
  - D. Establishment (rejuvenation) and use of professional advisory group
  - E. Lead community rabbis and broader groups of rabbis
  - F. Summer 1994 for pros and lay people
  - G. Denominations
  - H. GA: Lead community seminar
  - Pilot projects
  - J. Content of Lilly/CIJE colloquium
  - K. Planning with institutions of higher Jewish learning
  - L. Reasonable outcomes for Lead Communities over 3, 6, 9 months
  - M. Should BH write a "vision" of LCs ala The Future is History: what would/could the LCs look like if it worked?
  - N. Ideas to deal with recruitment of educators
  - O. Ideas to deal with upgrading/in service of educators
  - P. Ideas to deal with compensation of educators
  - Q. Ideas for helping with strategic planning: Can we use 12/13/88 criteria for prog. options in working with LC commissions?
  - R. A LC project: how is "quality" judged in advance?

### COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101 Phone: (216) 391-1852 • Fax: (216) 391-5430

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Charles Ratner Esther Leah Ritz Richard Scheuer Ismar Schorsch Isadore Twersky Bennett Yanowitz TO: Bonnie Wallsh FROM: V

FROM: Virginia Levi

DATE: 10/4/93

SUBJECT: Meeting Arrangements for GA

COPY TO: Janet Sherman

Enclosed please find six separate Meeting Information sheets for the meetings I am responsible for arranging in conjunction with the GA in Montreal. I have discussed their completion with Janet Sherman and we concluded that this is the best way to proceed.

Our preference is for a single meeting room for the meetings and meals on both days of our meeting. Second best would be to meet in a different hotel each day, but in the same place for each full day. We need kosher food, which I understand may impact the hotel at which we meet. In any case, we would prefer a meeting room large enough to accommodate a conference table with ample space for 20 as well as round tables at which we could eat without disturbing our meeting materials.

The breakfast meeting on Friday remains tentative. I will let you know as soon as a final decision is made, but would appreciate your reserving space in the meantime. In light of the people involved in this meeting, I hope you will be able to locate it at the Queen Elizabeth.

I look forward to hearing from you regarding menus and costs. I will be out of the country Oct. 18-28, and hope to resolve as much of the detail as possible before I leave. Your assistance is appreciated.

11+01 00 0 -

## म्बा weeting Information

Is this a new meeting request? Yes D No	PLEASE TYPE
If not, please indicate change(s):	
	DO NOT FILL IN Today's Date
Other: Set-up information	Day/Date Event #
Other Printer.	Hotel
Day: Tuesday Date: Nov. 16, 1993	Room Floor
Victoria Unitated	Meeting Changes:
Post: Whited: X  Post: Y Market Do Not Post: 44-5430	New Event # Day/Date Time
Staff in Charge: Virginia Levi ph-214-391-1982	Hotel Room Floor
Prom: Noon (AM or PM) To: 10:00 (AM or PM)	Date Meeting Cancelled
Name of Event Council for Initiatives in Jewish	el
Bill to: Virginia Levi	Education
Mandel Associated Foundations	Audiovisual
1750 Bull A Pull	Microphones: (For meetings of 50 or more)
Cleveland, DH 44115	Table mike/lectern Table mike only
Co Sua La	Standing mike/lectern Standing mike only
	Lavaliere mike
Meeting Room Setup (Fill In # of Attendees)	Video cassette player: 3/4" 1/2"
Rounds for: Conference for: 20	19" color monitor Other size monitor
U shape for: E shape for:	Tape session Starting time End
Hollow square for: Theatre for:	
Head table for:	Operator in room # of cassettes needed
Table for Attendance: Chairs	Screen Pointer
Table inside door for materials/display:	Overhead projector: TransparenciesOpaque
Lectern: table standing with light	16mm movie projector: Sound Silent
Mip chart, markers, tape, hotel easelX	35mm automatic slide projector 2"x2" slides (with remote
Blackboard, chalk, erasers Bulletin board	release advise as to cost and
Platform	availability of tape recorder + necessar
Other	Other items
	Podium Banner Large CJF Banner Robert's Rules of Order & Gavel
Food & Beverage	Grace after Meals Yarmulkes
Breakfast Lunch Dinner Reception	Handwashing Station
Guarantee for how many	Table sign holders
Time real served Time meal cleared	Flags: American Canadian Israeli
Coffee X Decaf X Tea X To be	
Sodas regular * diet * needed and char	UJA SONEGOOKS
Time beverage servedTm Time beverage cleared 10 pm	
Wine served	Canalal Arrandoments
Special arrangements (name of individual(s) &	Special Arrangements
equest(s)	Handicapped speakers - please specify special arrangements
	needed
Igns: Attach separate sheet listing all signs needed	

TO MANDELINST PAGE, 012

# The recting Information

Is this a new meeting request? Yes  No  IN  If not, please indicate change(s):  Time		-
Time	Is this a new meeting request? Yes O No 🕅	
Time	If not, please indicate change(s):	
Other: Set-up information  Day: Tvesday Date: Nov. 16, 1993  Listed: Unlisted: X  Post: X Y GINTAL DO Not Post: 14 34! - 5430  Staff in Charge: Virginia Levi ph. 214-34! - 5430  Staff in Charge: Virginia Levi ph. 214-34! - 5430  Name of Event: Louna 1 for Infinial ives in Sewis Bill to: Virginia Levi  Mange! Associated Foundations  1750 Euclid Ave:  Cleveland, OH 44/15  Conference for:  U shape for: E shape for:  Head table for: Theatre for:  Head table for: Theatre for:  Head table for: Theatre for:  Head table for: B shape for: With light  Flip chart, markers, tape, hotel ease!  Blackboard, chalk, erasers Bulletin board  Platform  Other  Food & Beverage  Breakfast Lunch X Dinner Reception  Guarantee for how many  Fime meal served Noon Time meal cleared 1:30  Coffee X Decaf X Tea X  Sodas: regular X diet X  Time beverage served Noon Time beverage cleared 1:30  Vine served  Ipecial arrangements (name of individual(s) &	Time Title	_
Day: Tuesday Date: Nov. 16, 1993 Listed: Unlisted: X Post: X Balk Do Not Post; 2   24 -543 Staff in Charge: Virginia Levi ph. 211-22 From: Noon (AM or PM) To: 1130 (AM or PM) Name of Event: Lound   for Initial ives in Jewis Bill to: Virginia Levi Mandel Associated Foundations 1750 Evalid Ave  Cleveland, OH  Guarante for: E shape for:  Head table for: Theatre for: Head table for: Theatre for: Head table for: Theatre for: Head table for: Balanding with light Flip chart, markers, tape, hotel easel Blackboard, chalk, erasers Bulletin board Platform Other  Food & Beverage Breakfast Lunch X Dinner Reception Guarantee for how many Fime meal served Noon Time meal cleared 1:30 Coffee X Decaf X Tea X Sodas: regular X diet X Sime beverage served Noon Time beverage cleared 1:30 Vine served Ipecial arrangements (name of individual(s) &	Other: Set-up information	
Listed: Unlisted: X		
Post: X asks Do Not Post: 1 1 34 - 543 Staff in Charge: Virginia Levi ph. 214-341-1822  From: Neen (AM or PM) To: 1130 (AM or PM)  Name of Event: Louna / for Initial ives in Jewis  Bill to: Virginia Levi  Manke! Associated Foundations  1750 Evelid Ave  Cleveland, OH  Clevelan		
Staff in Charge: Virginia Levi ph. 116-191-191  Prom: Noon (AM or PM) To: 1130 (AM or PM)  Name of Event: Louna   for Initial ives in Jewis  Bill to: Virginia Levi  Mandel Asseciated Foundations  1750 Euglid Ave  Cleveland, OH  Cleveland, OH  Conference for:  U shape for: E shape for:  Hollow-square for: Theatre for:  Head table for:  Table for Attendance: Chairs  Table inside door for materials/display:  Lectern: table standing with light  Flip chart, markers, tape, hotel easel  Blackboard, chalk, erasers Bulletin board  Platform  Other  Food & Beverage  Breakfast Lunch X Dinner Reception  Guarantee for how many  Sime meal served Noon Time meal cleared 1:30  Loffee X Decaf X Tea X  Sodas: regular X diet X  Sime beverage served Noon Time beverage cleared 1:30  Vine served  Special arrangements (name of individual(s) &	Listed: Unlisted: X	-
Staff in Charge: Virginia Levi ph. 116-191-191  From: Neen (AM or PM) To: 1130 (AM or PM)  Name of Event: Lounai   for Initial ives in Jewis  Bill to: Virginia Levi  Mankel Associated Foundations  1750 Euclid Ave  Cleveland, OH  Cleveland, OH  Conference for:  U shape for: E shape for:  Hollow-square for: Theatre for:  Head table for:  Table for Attendanca: Chairs  Table inside door for materials/display:  Lectern: table standing with light  Flip chart, markers, tape, hotel easel  Blackboard, chalk, erasers Bulletin board  Platform  Other  Guarantee for how many  Sime meal served Noon Time meal cleared 1:30  Loffee X Decaf X Tea X  Sodas: regular X diet X  Sime beverage served Noon Time beverage cleared 1:30  Vine served	Post: No Not Post: 2 15-841-54	310
Name of Event: Louns   for Initializes in Jewis  Bill to: Virginis Levi  Mandel Associated Foundations  1750 Evelid Ave  Cleveland OH 44/15  Meeting Room Setup (Fill In & of Attendees)  Rounds for: 12 Conference for:  U shape for: E shape for:  Head table for:  Table for Attendance: Chairs  Table inside door for materials/display:  Lectern: table standing with light  Flip chart, markers, tape, hotel easel  Blackboard, chalk, erasers Bulletin board  Platform  Other  Food & Beverage  Breakfast Lunch X Dinner Reception  Guarantee for how many  Time meal served Neon Time meal cleared 1:30  Loffee X Decaf X Tea X  Lodds: regular X diet X  Time beverage served Neon Time beverage cleared 1:30  Vine served   pecial arrangements (name of individual(s) &	Staff in Charge: Virginia Levi ph. 214-391-1982.	
Mandel Associa Fe on dations  1750 Evalid Ave.  Cleveland OH 44/05  Meeting Room Setup (Fill in a of Attendees)  Rounds for:   Conference for:   U shape for:   E shape for:   Head table for:   Theatre for:   Head table for:   Theatre for:   Head table inside door for materials/display:   Lectern: table   standing   with light   Flip chart, markers, tape, hotel easel   Blackboard, chalk, erasers   Bulletin board   Platform   Other    Food & Beverage   Breakfast   Lunch   Dinner   Reception   Guarantee for how many   Time meal served   Noon   Time meal cleared   1.30   Loffee   X   Decaf   X   Tea   X   Lodas: regular   X   diet   X   Time beverage served   Noon   Time beverage cleared   1.30   Wine served   Local   Line   Line   Line   Line   Lodas: regular   X   diet   X   Line beverage served   Noon   Time beverage cleared   1.30   Wine served   Local   Line   Line   Line   Local   Line   Line   Line   Local   Line   Local   Line   Line   Local	From: Noon (AM or PM) To: 1130 (AM or P	M
Mandel Associated Foundations  1750 Euglid Ave.  Cleveland, OH  Cop House  Cleveland, OH  Cop House  Meeting Room Scotup (Fill in & of Attendees)  Rounds for: 12 Conference for:  U shape for: E shape for:  Head table for:  Table for Attendance: Chairs  Table inside door for materials/display:  Lectern: table standing with light  Flip chart, markers, tape, hotel easel  Blackboard, chalk, erasers Bulletin board  Platform  Other  Other  Food & Beverage  Breakfast Lunch X Dinner Reception  Guarantee for how many  Fime meal served Noon Time meal cleared 1:30  Zoffee X Decaf X Tea X  Sodas: regular X diet X  Time beverage served Noon Time beverage cleared 1:30  Vine served	Name of Event: Council for Initiatives in Jew	II M
Mandel Associated Foundations  1750 Euglid Ave.  Cleveland, OH  Cop House  Cleveland, OH  Cop House  Meeting Room Scotup (Fill in & of Attendees)  Rounds for: 12 Conference for:  U shape for: E shape for:  Head table for:  Table for Attendance: Chairs  Table inside door for materials/display:  Lectern: table standing with light  Flip chart, markers, tape, hotel easel  Blackboard, chalk, erasers Bulletin board  Platform  Other  Other  Food & Beverage  Breakfast Lunch X Dinner Reception  Guarantee for how many  Fime meal served Noon Time meal cleared 1:30  Zoffee X Decaf X Tea X  Sodas: regular X diet X  Time beverage served Noon Time beverage cleared 1:30  Vine served	Bill to: Virginia Levi	
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Meeting Room Setup (Fill in a of Attendees) Rounds for: 12 Conference for: U shape for: E shape for: Head table for: Theatre for: Head table for: Chairs Table inside door for materials/display: Lectern: table standing with light Flip chart, markers, tape, hotel ease! Blackboard, chalk, erasers Bulletin board Platform Other  Food & Beverage Breakfast Lunch X Dinner Reception Guarantee for how many Time meal served Noon Time meal cleared 1: 30 Zoffee X Decaf X Tea X Sodas: regular X dict X Time beverage served Noon Time beverage cleared 1: 30 Wine served ipecial arrangements (name of individual(s) &		Ž
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U shape for: E shape for: Theatre for: Theatre for: Table for Attendance: Chairs  Table inside door for materials/display: Lectern: table standing with light Flip chart, markers, tape, hotel easel Blackboard, chalk, erasers Bulletin board Platform Other Chairs Chairs Bulletin board Platform Other Chairs Bulletin board Platform Other Reception Chairs Superior Reception Chairs Chairs Food & Beverage	Meeting Room Setup (Fill in # of Attendees)	
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Flip chart, markers, tape, hotel easel  Blackboard, chalk, erasers Bulletin board  Platform  Other  Food & Beverage  Breakfast Lunch X Dinner Reception  Guarantee for how many  Time meal served Noon Time meal cleared 1:30  Coffee X Decaf X Tea X  Sodas: regular X diet X  Time beverage served Noon Time beverage cleared 1:30  Vine served  Special arrangements (name of individual(s) &		
Blackboard, chalk, erasersBulletin board  Platform Other  Food & Beverage  Breakfast LunchX Dinner Reception  Guarantee for how many  Fime meal served Time meal cleared		
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Food & Beverage  Breakfast Lunch _X Dinner Reception  Guarantee for how many  Fime meal served Noon Time meal cleared 1:30  Coffee _X _ Decaf _X _ Tea _X  Sodas: regular _X _ diet _X  Fime beverage served Noon Time beverage cleared 1:30  Vine served  special arrangements (name of individual(s) &		
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Breakfast Lunch _X _ Dinner Reception		
Breakfast Lunch _X _ Dinner Reception		256
Guarantee for how many  Time meal served Neon Time meal cleared 1:30  Coffee X Decaf X Tea X  Sodas: regular X diet X  Time beverage served Neon Time beverage cleared 1:30  Vine served	The state of the s	
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Sodas: regular X diet X  Sime beverage served Noon Time beverage cleared 1: 30  Vine served  special arrangements (name of individual(s) &	Nime meal served Noon Time meal cleared 1:30	
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gns: Attach separate sheet listing all signs needed		Ser.

#### PLEASE TYPE

DO NOT FILL IN	Today's Da	te
Day/Date	Event	#
Hotel		
Room	Floor	
Meeting Changes:		
New Event #	Day/Date	Time
Hotel	Room	Floor
Date Meeting Cancel		
ucation		
Ludiovisual		
Microphones: ( For me	etings of 50 or mo	re)
Table mike/lectern		
Standing mike/lectern		
avaliere mike		
Video cassette player:		
9" color monitor		
ape session		
Operator in room		
ScreenPoin		
Overhead projector: Tr		Opaque
6mm movie projector		The state of the s
5mm automatic slide		
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ther Items		
odium Banner	Large CIF Ro	DDer
obert's Rules of Order		
race after Meals		
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able sign holders		
lags: American		levali
JA songbooks		191 dell
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pecial Arrangements		

## Er meeting Information

Is this a new meeting request? Yes O No W	PL
If not, please indicate change(s):	promised.
Time Tytle	DO NOT FILL IN
Other: Set-up information	Day/Date
Outer The party of the same of the sam	Hotel
Day: Tuesday Date: Nov. 16, 1993	Room
lietad: Unlisted: X	Meeting Changes:
Post- V By Inintation Not Post-	New Event #
Listed: Unlisted: X Post: X By Mutahum Do Not Post: 216 391-5430 Staff in Charge: Virginia Levi ph-216-391-1982	Hotel
From: 6:00 (AM or PM) To: 7:00 (AM or PM)	Date Meeting Cancelled
Name of Event: Council for Initiatives in Jewish	
printer Vincinia Leuri	ECHILATION
Mandel Associated Foundations	Audiovisual
1750 F. ALL J. A. L. S.	
Cleveland, OH 44115	Microphones: (For meeti
No State To	
	Standing mike/lectern Lavaliere mike
Meeting Room Setup (Fill in # of Attendees)	
Rounds for: 20 Conference for:	Video cassette player: 3/4
U shape for: E shape for:	19" color monitor
Hollow-square for: Theatre for:	Tape sessionS
Head table for:	Operator in room
Table for Attendance:Chairs	Screen Pointer
Table inside door for materials/display:	Overhead projector: Tran
Lectern: table standing with light	16mm movie projector: So
Flip chart, markers, tape, hotel easel	35mm automatic slide pro
Blackboard, chalk, erasers Bulletin board	control)
Platform	- 2007
Other	And the second s
	Other Items
	Podium Banner
Food & Beverage	Robert's Rules of Order &
Breakfast Lunch Dinner X Reception	Grace after Meals
Guarantee for how many	Handwashing Station
Time meal served 6:00 pm ime meal cleared 7:00 pm	Table sign holders
Coffee X Decaf X Tea X	Flags: American
Sodas: regular X diet X	UJA songbooks
Time beverage served 6:00 MTime beverage cleared 7:00 Pin	NAMES OF TAXABLE PARTY OF THE OWNER, THE PARTY OF
Nime beverage served 6:00 MTime beverage cleared 7:00 PM	
Wine served Special arrangements (name of individual(s) &	Special Arrangements
Wine served	Special Arrangements Handicapped speakers - p.

### PLEASE TYPE

DO NOT FILL IN	Today's D	ate
Day/Date	Even	nt #
Hotel		
Room		
Meeting Changes:		
New Event #	Day/Date	Time
Hotel		The state of the s
Date Meeting Cancelle		
hication .		,
THE SHAPE OF THE S	ta visit in English	
Audiovisual		
Microphones: ( For mee	tings of 50 or m	nore)
Table mike/lectern	Table n	nike only
Standing mike/lectern		
Lavaliere mike		
Video cassette player: 3		1/2"
19" color monitor		
Tape session		
Operator in room		
ScreenPointe		3 necueu
Overhead projector: Tra		Onomin
16mm movie projector:		
35mm automatic slide p		
control)	rojector z xz s	andes (with remote
COHEROI)		3
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Other Items	f arm n	
odium Banner	_ Large CJF B	anner
lobert's Rules of Order		
race after Meals		5
Iandwashing Station		
able sign holders		
lags: American	Canadian	Israeli
JJA songbooks	-	
		addition admitted
pecial Arrangements		
	.1	pecial arrangemen
landicapped speakers -	please specify s	
landicapped speakers -		

## Gr Meeting Information

T. A	PLEASE TYPE
Is this a new meeting request? Yes O No W	
If not, please indicate change(s):	DO NOT FILL IN Today's Date
TimeTitle	Day/Date Event #
Other: Set-up information	Hotel
- 11-1 - 17	Room Floor
Day: Wednesday Date: Nov. 17	Meeting Changes:
Post: X Do Not Post: 341-5435	New Event # Day/Date Time
Post: X anim Do Not Post	Hotel Room Floor
Staff in Charge: Virginia Levi ph-214-341-1882	Date Meeting Cancelled
From: \$100 AMor PM) To: 2100 (AM or PM)	
	Education
Bill to: Virginia Levi	
Mandel Associated Foundations	Audiovisual
1750 Euclid Ave.	Microphones: (For meetings of 50 or more)
Cleveland, OH 44115	Table mike/lectern Table mike only
THE PROPERTY OF THE PROPERTY O	Standing mike/lectern Standing mike only
Meeting Room Setup (Fill in # of Attendees)	Lavaliere mike
Rounds for: Conference for: 20	Video cassette player: 3/4"1/2"
U shape for: E shape for:	19" color monitor Other size monitor
Hollow-square for: Theatre for:	Tape session Starting time End
Head table for:	Operator in room # of cassettes needed
Table for Attendance:Chairs	ScreenPointer
Table inside door for materials/display:	Overhead projector: Transparencies Opaque
Lectern: table standing with light	16mm movie projector: Sound Silent
Flip chart, markers, tape, hotel easel X	35mm automatic slide projector 2"x2" slides (with remote
Blackboard, chalk, erasers Bulletin board	entrol) Please advise as to cost + availability of
Platform	tape recorder + necessary extension cords.
Other	The Account Management of States and Colors
	Other Items
	Podium Banner Large CJF Banner
Food & Beverage	Robert's Rules of Order & Gavel
Breakfast Lunch Dinner Reception	Grace after Meals Yarmulkes
Guarantee for how many	Handwashing Station
Time meal served Time meal cleared	Table sign holders
Coffee X Decaf X Tea X	Flags: American Canadian Israeli
Sodas: regular diet	UJA songbooks
Pime beverage served Sam Time beverage cleared 12: 30pm	CALCULATION OF THE CALCULATION O
Wine served	
Special arrangements (name of individual(s) &	Special Arrangements
equest(s)	Handicapped speakers - please specify special arrangements
equeenol	needed
*	
Jone: Attach senarate sheet listing all signs needed	

### ভূে Meeting Information ■

If not, please indicate change(s):	DO NOT FILL I
Other: Set-up information	Day/Date
Other: DET-up intormation	Hotel
. A A	Room
Day: Wednesday Date: Nov. 17	Meeting Char
Listed: Unlisted: X	
Post: X Sy funtation Not Post = 216 - 391 - 5430 Staff in Charge: Virginia Levi ph-216-391-1882	Hotel
Staff in Charge: Virginia Levi ph. 214-391-1882	Date Meeting
From: 12:30 (AM or PM) To: 2:00 (AM or PM)	9
Name of Event Louneil For Initiatives in Jewis	Education
Bill to Vivainia Levi	the state of the s
Mandel Associated Foundations	Audiovisual
1750 Englid Ave.	Microphones: (
Cleveland, OH 44115	Table mike/lect
No. 11 To	Standing mike
Meeting Room Setup (Fill in # of Attendees)	Lavaliere mike
Rounds for: 20 Conference for:	Video cassette
U shape for: E shape for:	19" color monit
Hollow-square for: Theatre for:	Tape session
Head table for:	Operator in roo
Table for Attendance: Chairs	Screen
Table inside door for materials/display:	Overhead proje
Lectern: table standing with light	4.0
Flip chart, markers, tape, hotel easel	35mm automat
Blackboard, chalk, erasers Bulletin board	control)
Platform	205
Other	- Province and the Contract of
Julei	Other Items
	Podium Banner
ood & Beverage	Robert's Roles
	Grace after Mea
Breakfast Lunch X _ Dinner Reception	Handwashing S
Guarantee for how many	Table sign hold
Time meal served 12:30 AMTime meal cleared 2:00 AM	Flags: American
Coffee X Decaf X Tea Y	UJA songbooks
Sodas: regular X diet X	
Sime beverage served 12:30 Time beverage cleared 2:00	
Vine served	Special Arranger
Special arrangements (name of individual(s) &	** 1: 1
equest(s) Kosher	needed

	PLEASE TYPE	
DO NOT FILL IN	Today's Da	ite
Day/Date	Event	#
Hotel		
Room		
Meeting Changes:		
New Event #	Day/Date	Time
Hotel	Room	Floor
Date Meeting Cancel		
olucation.		
Audiovisual		
Microphones: ( For me	etings of 50 or me	ore)
Table mike/lectern	Table m	ike only
Standing mike/lectern	Standir	ng mike only
Lavaliere mike		
Video cassette player:	3/4"1	/2"
19" color monitor	Other size	monitor
Tape session	_Starting time _	End
Operator in room	# of cassettes	needed
ScreenPoin	ter	
Overhead projector: To	ransparencies	_ Opaque
16mm movie projector	: Sound	Silent
35mm automatic slide	projector 2"x2" sl	ides (with remote
control)	11.010.000	
		•
Other Items		
Podium Banner	Large CJF Bs	nner
Robert's Rules of Order	r & Gavel	_
Grace after Meals	Yarmulkes	
Handwashing Station	14.010 Marie 19.000	
Table sign holders		
Flags: American	Canadian	Israeli
UJA songbooks	As Makes	
A TRANSPORT OF THE PARTY OF THE PARTY.	West Street, S	and the state of t
Special Arrangements		
Handicapped speakers needed		

Igns: Attach separate sheet listing all signs needed

## F Meeting Information

Is this a new meeting request? Yes 🕱 No 🗆		PLEASE TYPE	
If not, please indicate change(s):	DO NOT FILL IN	Todov's Do	te
Time Title	Day/Date		
Other:	Hotel		
F .	Room		
Day: Friday Date: Nov. 19	Meeting Changes:	1 1001	
Listed: Unlisted: X	New Event #	Day/Data	William o
Post: Do Not Post:X	Hotel	Control of the Control of the Control	
Staff in Charge: Alan Hoffmann	Date Meeting Cance		
From: 7:00 AMor PM) To: 8:00 AMor PM)			
Name of Event Council for I nitiatives in Jewish E	Aucation	4	
Bill to: Ms. Vivainia Levi	Superior of State of the State		
Mandel Associated Foundations	Audiovisual		
1750 EULILO AVE.	Microphones: ( For m	eetings of 50 or mo	ore)
Cleveland, MANIS	Table mike/lectern_	Table m	ike only
City State Zp	Standing mike/lecters	Standin	g mike only
Meeting Room Setup (Fill In # of Attendees)	Lavaliere mike		
Rounds for:   5 Conference for:	Video cassette player	3/4" 1/	/2"
U shape for: E shape for:	19" color monitor	Other size	monitor
Hollow square for Theatre for:	Tape session	_Starting time _	End_
Head table for:	Operator in room	A CONTRACTOR OF THE PARTY OF TH	
Table for Attendance: Chairs	ScreenPoin	nter	
Table inside door for materials/display:	Overhead projector: T	ransparencies	_ Орадие
Lectern: table standing with light	16mm movie projecto	r: Sound	Silent
Flip chart, markers, tape, hotel easel	35mm automatic slid	e projector 2"x2" sl	ides (with remote
Blackboard, chalk, erasers Bulletin board	control)		
			520
Platform To be confirmed Wed.	e spillescommittee and		
A Second	Other Items		
	Podium Banner	Large CJF Ba	inner
Food & Beverage	Robert's Rules of Orde	er & Gavel	
Breakfast \ Lunch Dinner Reception	Grace after Meals	Yarmulkes	
Guarantee for how many	Handwashing Station		
Time meal served 7am Time meal cleared 8am	Table sign holders	-	
Coffee × Decaf × Tea ×	Flags: American	Canadian	Israeli
Sodas: regular diet	UJA songbooks		
Time beverage served 24m Time beverage cleared \$4m			
Wine served			
Special arrangements (name of individual(s) &	Special Arrangements		
request(s) Kosher	Handicapped speaker	s - please specify s	pecial arrangement
To a second seco	needed		
	AND DESCRIPTION OF THE PARTY OF		

#### Board Members not present at August board meeting

David Arnow

Gerald Cohen

Maurice Corson

Susan Crown

Jay Davis

Irwin Field

Max M. Fisher

\*Charles H. Goodman

Alfred Gottschalk

\*Neil Greenbaum

\*David Hirschhorn

Henry Koschitzky

Norman Lamm

Marvin Lender

Norman Lipoff

S. Martin Lipset

Florence Melton

Lester Pollack

Ismar Schorsch



1	Council for	Initiatives
1	ir	1
	Jewish E	ducation
		40
	Date sent: Time sent:	No. of Pages (incl. cover): 40
	October 6, 1993 To: Alan D. Hoffmann	From:
-	Organization:	Mary Esther Block
	Organization.	
	Phone Number:	Phone Number:
		Fax Number:
-	Fax Number: 011972 2 619 951	216-391-5430
	Comments:	247 27 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2
	24/minima	
1	Mar Waller	
	Mr. Hoffmann,	
	A Nancy Tamler with the Federation call her. (415) 512-6217.	in San Francisco would like you to
1	Attached is buckslip information fo	or Barry and Gail that you
	requested, copy of CLAL letter, GA of the minutes from LC seminar in B	form A and B, a memo from EG, copy
	members not present at the recent b	poard meeting in August.
	Also included copy of 3.3 policy in	ncluding forms.
1	nes of 14l . lin	A forms and return to me.
	alan - lats of roungs mi	A forms and return to me.
-	info + signature on & 6	Francisco Car calcadard
- 1	a free and see you on No	w. 1 at 4.6 pm - See calendar d'
	S. He there say	egested breakfast at 80,8:30 or
	venue.	1001 als been willen about
	The same of the sa	He's couldn't
	Fri., Oct. 15 at his hour	tie w/ St all afternoon on 1
	Fri., Oct. 15 at his hour	tie w/ St all afternoon on 1
	Fri., Oct. 15 at his hour	reeting w/ 5 f all afternoon on to
	dimen on 10/25. They're m (Zach was surprised that y	you wanted to see them separa
	dimen on 10/25. They're m (Zach was surprised that y Lut of board It there are any pr	reting w/ 5 f all afternoon on to you wanted to see Them expers roblems receiving Olso - policy + for on consultants - for
	dimen on 10/25. They're m (Zouch was surprised that y List of board If there are any pro- members who this transmission	reting w/ 5 f all afternoon on to you wanted to see Them experience roblems receiving on consultants - for on, please call:  3. Bramenty.
	dimen on 10/25. They're m (Zach was surprised that y Lut of board It there are any pr	reting w/ 5 f all afternoon on to you wanted to see Them expansion  roblems receiving on, please call:  On consultants - for  3. Bramenty.

### ADH SCHEDULE NOVEMBER 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	4-6 Meet S. Lee at Balt	2	3	(Lilly)	5 Chicago?	6
Cleveland  PPM Staff Mtg.	Airport Hotel (tent.)  8 Cleveland  7:30-9 Staff+MLM, SHH,HLZ  9-3:30 Staff+SHH  3:30-5 Mgmt Com'tee  5-? MLM+ADH	9 Cleveland 8:30-10 Ratner,AH,GE BH, GL 10:30 CIJE+JCF Staff 12:30 Shatten+ADH	10 New York 8-10 NY Mtg. 10:30-4 CJF Comm'sn 4:30-6 NY Mtg.	11 Montreal?  C.Bronfman	12 Detroit?  B. Berman	13
14 Milwaukee Staff Meeting Str. Ping. Retreat	15 Milwaukee Str. Ping. Retreat To Montreal	16 Montreal Noon-?LC Seminar	17 Montreal 7-2LC Seminar	18 Montreal	19 Montreal 7-8 LC Breakfast 8-9:45 What Works 2-3:45 Continuity Commissions	20 Montreal
21	22 Atlanta?	23 Atlanta?	24 New York  To Israel	25 Thanksgiving	26	27
28	29		To be scheduled:  J. Zayman – Balt.  E.L. Ritz – Milw.  C. Bronfman – Mont.  B. Berman – Det.  Balt. visit S. Lee  Atl. visit	New York: Rosele & Syme Merians Hausdorff Maryles S. Brawarsky Spack Woocher	Chicago: J. Colman S. Crown Maynard Wishner C. Goodman	

October 6, 1993

To: Alan Hoffmann From: Barry Holtz

1) I spoke with Dorothy Bass just now. It sounds to me that you really should go to this meeting! The meeting they had with us led them to rethink so of their planning, so a planning meeting of this sort is pretty much unique and they are very keen on us. Plus the officers of the foundation will be there.

Meeting is all day Thursday and Friday morning. You can meet at any time-- probably best is for the afternoon on Thursday around 1:30, but they are flexible. You can work it out to go in on Thursday morning and fly back Thursday night so you won't have to have an overnight stay there.

Dorothy will send me materials that I can transport to you in Israel next week. If there are questions you can reach her by fax at 219-464-5496.

- 2) Enclosed is the Dykstra letter to me.
- 3) I'm also in contact with my real estate agent. Perhaps you can meet her in November. See your email.

I'm sending the Dykstra letter and my message #1 above to Ginny as well.

Barry

Poge



CIJE\BARRY HOLTZ

A private, family foundation since 1937

September 20, 1993

Dr. Barry Holtz Council for Initiatives in Jewish Education P.O. Box 94553 Cleveland, Ohio 44101

Dear Barry:

Thank you very much for sending me the books, Back to the Sources and Finding our Way. A brief scan through them tells me that these are ones I will want to study with considerable care, and I look forward to doing that.

Dorothy, Ed and I are still talking about what a wonderful meeting we had with you and your colleagues a week or so ago. You are involved in a terrific project from which we have much to learn. I am delighted that we have begun a conversation which I am sure will last for some time to come. It holds great promise, and I am grateful to you, Alan, and Art for stimulating it.

My best to you and your colleagues. I look forward to being with you again soon.

Cordially,

Craig Dykstra

Vice President, Religion

CD/ljl

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□ FUNCTIONAL SCHEDULE

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		DORPH AS	SSIGNMENTS		
ORIGINATOR/PROJECT L	EADER	VFL	DATE	10/6/93	

	page (salt) and printing the resident	ORIGINATOR/PROJE	CT LEADER	VFL	D	ATE 10/6	/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Consider best place in Milwa staff meeting.	ukee to hold		GZD	10/6/93	10/13/93	
2.	Schedule meetings with ADH is Baltimore in November.	n Atlanta and		GZD	10/6/93	10/13/93	
3,	Call S. Lee about status of w/Reform community in Baltim			GZD	9/21/93	10/15/93	
4.	Try to arrange for a tempora E-mail account.	ry university		GZD	10/6/93	10/15/93	
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☐ ASSIGNMENTS
☐ ACTIVE PROJECTS

☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION	CIJE S	TEERING	COMMITTEE		
SUBJECT/OBJECTIVE		FOX ASS	ICNMENTS		
ODICINATAD/PROJECT	LEADED	VFL	DATE	9/29/93	

		ORIGINATOR/PROJE	CT LEADER	VFL	T.	ATE 9/29	, , ,
NO.	DESCRIPTION	2712-1	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	QUE DATE	OR REMOVED DATE
1.	Finalize arrangements for Bla with D. Hirschhorn.	ustein grant		SF	7/22/93	8/15/93	
2.	Contact the following board m in preparation for the August and send brief report to VFL:	26 meeting		SF	2/25/93	8/15/93	
	a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Paul Steinberg f. Isadore Twersky		LEVVI				
3.	With AH and BH, draft a job d for Barry Holtz.	escription	V E	SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for denominations in each Lead Co process.	involving mmunity		SF	3/31/93	12/1/93	
	14						
		•					

SEE MANAGEMENT MANUAL POLICY NO. \$.5 FOR GUIDELINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

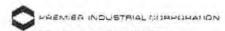
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CIJE STEERING COMMITTEE **FUNCTION** HOCHSTEIN ASSIGNMENTS SUBJECT/OBJECTIVE

TITTEE

HEDULE VFL 9/29/93 ORIGINATOR/PROJECT LEADER DATE ASSIGNED TO (INITIALS) DATE ASSIGNED STARTED COMPLETED OR REMOVED DATE DESCRIPTION PRIORITY DUE DATE mendation for a policy on ARH 7/9/93 8/12/93 rials and data generated by lowing board members in ARH 2/25/93 8/15/93 the August 26 meeting and rt to VFL: Rit. ch draft a job description ARH 5/19/93 8/19/93

DATE 9/29/93				
TE SNED ITED	DUE DATE	COMPLETED OR REMOVED DATE		
/93	8/15/93			
193	8/15/93			
¥/93	TBD			
L/93	TBD			
9/93	TBD			



□ ASSIGNMENTS ☐ ACTIVE PROJECTS ☐ RAW MATERIAL

FUNCTIONAL SCHEDULE
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FUNCTION C	IJE STEERING COM	MITTEE		
SUBJECT/OBJECTIVE	A HOFFMANN			
ORIGINATOR/PROJECT LEAD	DER VEL	DATE	10/6/93	

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DAYE	OR REMOVED DATE
1.	Clarify with Chaim Botwinick Baltimore's proposed use of grant.		ADH	9/21/93	10/07/93	
2.	Talk with AG about submitting written reports to VFL on MEF meetings and activities for bi-weekly newsletter.		ADH	9/21/93	10/07/93	
3.	Write to Roberta confirming salary arrangements.		ADH	9/21/93	10/08/93	
4.	Write to Lilly Foundation reps. as follow-up to Indianapolis meeting. Enclose A Time to Act and other publications.	W13	ADH	9/21/93	10/08/93	
5.	Arrange to meet with Schindler in Israel.	V E	ADH	9/21/93	10/13/93	
6,	Talk with J. Woocher and S. Hoffman for details of GA sessions with CIJE involvement.		ADH	10/6/93	10/13/93	
7.	Call Lead Community Federation execs about attendance at Montreal seminar.		ADH	10/6/93	10/13/93	
8.	Talk with SHH about preparation of C. Ratner's remarks.		ADH	10/6/93	10/13/93	
9.	Write up meetings with denominations and training institutions.	LeC	ADH	9/21/93	10/15/93	
10.	Draft a mission statement for the Lead Communities project.		ADH	7/22/93	10/20/93	
11.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.	İ	ADH	7/22/93	10/20/93	
12.	Consider issue of tax exemption at Mayflower. (BR is working on this)	1	ADH	9/21/93	10/20/93	
13.	Work with VFL on budget start with work plan and structure, to be discussed with SDN in Israel.		ADH	9/21/93	10/26/93	
14.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ADH	7/22/93	11/01/93	
15.	Develop a communications program: internal; with our board and advisors; with the broader community.		ADH	9/21/93	11/30/93	\$

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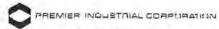
	ASSIGNMENTS
	ACTIVE PROJECTS
	RAW MATERIAL
	<b>FUNCTIONAL SCHEDULE</b>

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 10/6/93

-		ORIGINATOR/PROJECT	LENDER	L. Carres	1	DATE 10/0	-
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOV DATE
1.	Set up meetings for BH and Ruskay and Rachel Cowan for visit.			ВН	9/21/93	10/14/93	
2.	Ask Isa Aron about content outcomes of 11/21 - 22 HUC			ВН	9/29/93	10/14/93	
3.	Prepare a memo summarizing distribution of CIJE materi possibility).			вн	5/28/93	11/15/93	
٠.	Work with Atlanta on filling of Director of the Lead Com			ВН	6/16/93	TBD	
5.	Work with Milwaukee on pilo	ot projects.		BH	3/5/93	TBD	
6.	Prepare suggestions for how with pilot projects in Atla	to proceed		ВН	3/5/93	TBD	
7.	Begin work with Baltimore of project.	on a pilot		вн	3/5/93	TBD	
В.	Contact the following board send brief report to VFL:	i members and		вн	6/30/93	TBD	
	a. Gerald Cohen b. Susan Crown c. Billie Gold d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. Matthew Maryles h. David Teutsch						



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☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 10/6/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
1.	Call Sara Lee about ADH's conflict with ALOHA meeting and look for alternative meeting time.		VFL	9/29/93	10/06/93	
2.	Develop and maintain a 6 month CIJE calendar.	TP	VFL.	9/21/93	10/10/93	
3.	Register and reserve rooms for GA and seminar participants.		VFL	10/6/93	10/12/93	
4.	Draft cover letter to accompany mixutes to people who attended board meeting.	TP	VFL	9/21/93	10/12/93	
5.	Draft cover letter to accompany minutes to people who did not attend board meeting. Suggest additional personal sentence for some. Enclose report on Best Practices in Early Childhood.	TP	VFL	9/21/93	10/12/93	
6.	Subscribe to JTA and Jewish newspapers of the 3 Lead Communities,		VFL	9/21/93	10/14/93	
7.	Prepare first bi-weekly newsletter.	TP	VFL	9/21/93	10/15/93	
8.	Work with CJF on details of meeting of CIJE with Lead Community representatives on 11/16 - 17, in conjunction with the GA.	TP	VFL	7/22/93	10/15/93	
9.	Look into options and costs of portable printer for ADH.	SP	VFL	9/21/93	10/15/93	
10.	Call Tim Hausdorff and propose meeting with ADH, GZD, BWH about Jim Joseph grant.		VFL	9/21/93	10/15/93	
11.	Try to arrange for a temporary university E-mail account.		VFL	10/6/93	10/15/93	
12.	Arrange for ADH to meet with Syme in New York.		VFL	10/06/93	10/15/93	
13.	Arrange for ADH to meet with CRB Foundation on next visit.		VFL	10/06/93	10/15/93	
14.	Organize and arrange meetings for Cleveland "forum" on 11/7-9 and Milwaukee on 11/14-15. Notify participants of plans.	TP	VFL	9/21/93	10/15/93	
15,	Lock into use of Internet/Compuserve for CIJE.	SP	VFL	9/21/93	10/15/93	

ASSIGNMENTS
ACTIVE PROJECTS
RAW MATERIAL
FUNCTIONAL SCHEDULE

FUNCTION CIJE	STEEL	RING COMMITTEE	
SUBJECT/OBJECTIVE	LEVI	ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE	10/6/93

Review files on financial commitments of	77	1			DATE
CIJE supporters and be sure Barry Reis' records are complete.	SP	VFL	9/21/93	10/15/93	
Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]	RP	VFL	4/7/93	10/18/93	
Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.	RP	VFL	9/21/93	10/18/93	
Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.	SP	VFL	9/21/93	10/18/93	
Work with ADH on budget. Start with work plan and structure.	TP	VFL	9/21/93	10/27/93	
Prepare a list of CIJE and Mandel Institute consultants used to date and their rates of pay.	RP	VFL	9/21/93	10/31/93	
Revise letterhead,	RP	VFL	9/21/93	10/31/93	
Arrange for review of CIJE manual when staff is in Cleveland.	SP	VFL	9/21/93	11/08/93	
Design and order business cards for staff.	SP	VFL	9/21/93	11/15/93	
Organize materials for parallel set of files.	RP	VFL.	9/21/93	11/15/93	
Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.	RP	VFL	2/25/93	TBD	
	our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Work with ADH on budget. Start with work plan and structure.  Prepare a list of CIJE and Mandel Institute consultants used to date and their rates of pay.  Revise letterhead.  Arrange for review of CIJE manual when staff is in Cleveland.  Design and order business cards for staff.  Organize materials for parallel set of files.  Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner	our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Work with ADH on budget. Start with work plan and structure.  Prepare a list of CIJE and Mandel Institute consultants used to date and their rates of pay.  Revise letterhead.  Arrange for review of CIJE manual when staff is in Cleveland.  Design and order business cards for staff.  Organize materials for parallel set of files.  Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner	our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Work with ADH on budget. Start with work plan and structure.  Prepare a list of CIJE and Mandel Institute consultants used to date and their rates of pay.  Revise letterhead.  Arrange for review of CIJE manual when staff is in Cleveland.  Design and order business cards for staff.  Organize materials for parallel set of files.  Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner	our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Work with ADH on budget. Start with work plan and structure.  Prepare a list of CIJE and Mandel RP VFL 9/21/93 Institute consultants used to date and their rates of pay.  Revise letterhead.  Arrange for review of CIJE manual when SP VFL 9/21/93 staff is in Cleveland.  Design and order business cards for SP VFL 9/21/93 staff.  Organize materials for parallel set of files.  Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner	our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange to have Macintosh disks of names and addresses translated to IBM use. Explore best way to develop and update a rolodex for staff use. Take disks to Israel.  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Work with ADH on budget. Start with work plan and structure.  Prepare a list of CIJE and Mandel Institute consultants used to date and their rates of pay.  Revise letterhead.  Arrange for review of CIJE manual when staff is in Cleveland.  Design and order business cards for staff.  Organize materials for parallel set of files.  Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner

SEE MANAGEMENT MANUAL POLICY NO. 2.5 FOR GUIDFLINES ON THE COMPLETION OF THIS FORM FOR A PUNCTIONAL SCHEDULE

ASSIGNMENTS
ACTIVE PROJECTS
RAW MATERIAL
FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

VFL.

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

DATE 9/29/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
1.	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	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.	V E	MLM	6/17/93	8/31/93	
		IJ				
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SEE MANAGEMENT MANUAL POLICY NO. 8.5 FOR GUIDELINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

	ASSIGNMENTS
	ACTIVE PROJECTS
	RAW MATERIAL
	FUNCTIONAL SCHEDULE 73890 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE	STEERING	COMMITTEE	
SUBJECT/OBJECTIVE	ZUCKER	ASSIGNMENTS	
ORIGINATOR PROJECT LEADER	VFL	DATE	9/29/93

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NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVE DATE
1.	Schedule meeting of MIM, AJN, and HLZ to discuss CIJE funding.		HLZ	7/9/93	7/30/93	
2.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		HLZ	6/8/93	8/15/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:		HLZ	2/25/93	8/15/93	
	a. Mandell Berman b. John Colman c. Maurice Corson	W 15	1			
4.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JOCA and JESNA.	i	HLZ	3/24/93	TBD	
5.	Arrange meeting for MLM with presidents an executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.	nd	HLZ	1/28/93	TBD	
		100	ľ			
	*					

### Council for Initiatives in F Jewish Education A X

Date sent:

Time sent

No. of Pages (incl. cover): 18

October 8, 1993

Alan D. Hoffmann

From:

Mary Esther Block

Organization:

Phone Number:

Phone Number:

Fax Number: 2 619 951

Fax Number:

216-391-5430

Comments:

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Mr. Hoffmann.

Please find enclosed draft for November schedule and WHERE WE ARE for next week.

Also, a fax that we sent to you on 9/22/93. Could we have a response?

Plus minutes + assignments of last

1.60

If there are any problems receiving this transmission, please call:

216-391-1852

WHERE WE ARE
Week of October 11, 1993

	Gail Dorph	Alan Hoffmann	Barry Holtz	Ginny Levi	
Monday 10/11/93	Milwaukee	Jerusalem	New York	Cleveland	
	414-271-8338	0119722 617 418	212-678- 8034	216-391- 1852 Fax: (216) 391-5430	
	Pfister Hotel 414-273-8222	Fax: 0119722 619 951	Fax: (212) 749-9085		
	AAFBAC	AN FW	SIAI II		
Tuesday 10/12/93					
Wednesday 10/13/93	Baltimore		2/		
	410-727-4828	1 400			
	Pikesville Hilton	P3 >			
	410-653-1100				
Thursday 10/14/93					
The state of the s	1				
	PM New York				
Friday 10/15/93	212-769-0725				
	FAX: 212-769-0746				
		-			

### ADH SCHEDULE NOVEMBER 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 Arrive	1 Balt. or NY? 4-6 Meet S. Lee at Balt Airport Hotel (tent.)	2 Baltimore?	3 Balt. or NY?	(Lilly)	5 Chicago?	6
7 Cleveland 77PM Staff Mtg.	8 Cleveland 7:30-9 Staff+MLM, SHH,HLZ 9-3:30 Staff+SHH 3:30-5 Mgmt Com'tee 5-? MLM+ADH	9 Cleveland 8:30-10 Ratner,AH,GL BH, GL 10:30 CUE+JCF Staff 12:30 Shatten+ADH	10 New York 8-10 NY Mtg. 10:30-4 CJF Comm'sn 4:30-6 NY Mtg.	11 Montreal?  C.Bronfman?	12 Detroit?  B. Berman?	13
14 Milwaukee Staff Meeting Str. Plug. Retreat	15 Milwaukee Str. Plng. Retreat To Montreal	16 Montreal Noon-10p LCSeminar	17 Montreal 8am-2pm LC Seminar	18 Montreal	19 Montreal 7-8 LC Breakfast 8-9:45 What Works 2-3:45 Continuity Commissions	20 Montreal
21	22 Atlanta?	23 Atlanta?	24 New York To Israel	25 Thanksgiving	26	27
28	29	30	To be scheduled: J. Zayman – Balt. E.L. Ritz – Milw. C. Bronfman – Mont. B. Berman – Det. Balt. visit S. Lee Atl. visit	New York: Rosele Syme Merians Hausdorff Maryles S. Brawarsky Spack Ruskay Wooch Cowan	Chicago: J. Colman S. Crown Maynard Wishner C. Goodman	

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### Jewish Education

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No. of Pages (incl. cover):

To: September 29 1993

Alan D. Hoffmann

From:

Ginny Levi

Organization:

Phone Number:

Phone Number:

Fax Number:

011972 2 619 951

Fax Number:

Comments:

216-391-5430

Alan,

Bernie Kastner of the Avi Chai Foundation called and requested the 11 background papers referred to in A Time to Act. Those that were published are no problem. I need your guidance on which of the following to send:

- Isa Aron & Bruce Phillips, "Findings of the LA BJE Teacher (We have I copy but could duplicate)
- Joel Fox, "Federation Lead Community Planning for Jewish Education, Identity, and Continuity."
- Gallup poll I have the questionaire, but nothing on results.
- Markovic & Aron "Studies of Personnel in Jewish Education ....." I think this is the one we never published.
- H. Zucker "Community Organization for Jewish Education -Leadership, Finance and Structure.
  - Scheffler & Fox, "The Relationship between Jewish Education and Jewish Continuity" (SF keeps promising this, but its never been done.)

If there are any problems receiving this transmission, please call:

216-391-1852

PAGE, 003

IO CITEISBBET

OCT 8 '93 16:06

### Council for Initiatives in Jewish Education

X

F

Date sent

Time sent

No. of Pages (incl. cover):

To: October 11, 1993 Alan D. Hoffmann

From:

Mary Esther Block

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1 MAL - MAI

Phone Number:

Organization:

Comments:

Fax Number: 011972 2 619 951 Phone Number:

Fax Number:

216-391-5430

Mr. Hoffmann,

Please find attached quotes from various computer suppliers plus a revised WHERE WE ARE for this week.

MEB

If there are any problems receiving this transmission, please call:

216-391-1852





GARY CASSILIANO

R81 MADISON AVENUE II NIKW YORK, NY 100 (218) 246-8635

ep 5, 1993

oposal For

ALAN HOFFMAN

GUEST AT SHERATON NEEDHAM ROTEL

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CITY, ST, ZIP

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THANK YOU FOR YOUR INQUIRY.

IF YOU HAVE ANY FUTHER QUESTIONS, PLEASE FEEL FREE TO CONTACT GARY

AT YOUR EARLIEST CONVENIENCE.

281 MADISON AVENUE INEW YORK, NY 10018 (212) 848-8835 FAX (212) 849-1252





GARY CASSILIANO

281 MADISON AVENUE & NEW YORK, NY 100 (219) 949-8835 PAX (219) 5

Sep 5, 1993

Proposal For ALAN HOFFMAN

GUEST AT SHERATON NEEDHAM HOTEL

COMPANY PERSON

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no-	BJ 10 EX PORTABLE CANON PRINTER 30 PAGE AUTOMATIC SHEETFEEDER	\$219.95 \$99.00 \$99.95	\$219.95 \$99.00 \$99.95
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		A/ 11	

TOT \$418.90

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THANK YOU FOR YOUR INQUIRY.

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AT YOUR EARLIEST CONVENIENCE.

261 MADIBON AVENUE E NEW YORK, NY 10016 (212) 849-8965 FAX (212) 949-1252

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24295 Chagrin Boulevard Beachwood, OH 44122

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PHONE:

MARY 2163 (911)852- CO P.O. 80X 94553

FAX #:

(1)

CLEVELAND, OH 1N

DATE SUBMITTED; 10/08/95

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QUOTE VALID FOR 30 Days

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EXTENDED PRICE	UNIT PRICE	REQ. QTY	PRODUCT DESCRIPTION	PRODUCT
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1,876.92	1,876.92	1	PO NOTEBOOK BATTERY	818011
218.60	213.60	1	622062 TOSH T1900/120/4/W/D/M MEGA CMPQ 24/96 INT LT/CON	448563
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If you have any questions regarding this quote please contact: TIM OLLIVANT (DALLAS)

Phone:(214)406-4765 Fax:(216)595-7198

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. List Price: \*1999.99

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Our Byeryday Low Price

SAVE 1180°

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- · 4MB RAM, Expandable To 20MB
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- · Software Bundle Included
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0 32017 00558 7

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BU200 or a 8LI-230 desktop printer between 10/1/93 and 12/31/93. 2 Fill out this form completely. 3 Atticit a legible copy of the salies receipt showing the name and focat on the where it was pruchase or, the date and the purchase price. 4 Cut out and attach the product streat number (large white stricker located on the saids of the bod.) 5 Complete the registration cold. 6 Mail the ecopon takes rother, tegricard and saids number to Cenech Anniversary, Rehate, P.O. Box 20919, Los Angeles, CA \$8006. Rebate claims must be postmarked in later than 1/31/34 to qualify for payment. One repair coupon recurred for each rebate requested 0 my one rebate per product. Althor 4-6 weeks for delivery Call (213) 980-7200 for questions. This offer is only available to consumers Distributions & Cealaris are not entitled that smalls havolynthan invoices or sales history recipios will not be accepted. Rebate claims that do hot comply with the terms, and conditions of this polifier will be rejected. Carrier has the right to substantials saids services and comply with the terms, and conditions of this polifier will be rejected. Carrier has the right to substantials saids services and comply with the terms. And conditions of this product bourbase defining out in the U.S.A. Pur product bourbased only in the U.S.A. You where sessingteen or prohibitioned by law

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Date\_\_\_\_

WHERE WE ARE
Week of October 11, 1993

	Gail Dorph	Alan Hoffmann	Barry Holtz	Ginny Levi
Monday 10/11/93	Milwaukee	Jerusalem	New York	Cleveland
	414-271-8338	01197 <b>3</b> 2 617 418	212-678-8034	216-391- 1852
	Pfister Hotel 414-273-8222	Fax: 0119722 619 951	Fax: (212) 749-9085	Fax: (216) 391-5430
	A MI	CHEAR H	34/13 =	
Tuesday 10/12/93				
			1	
Wednesday 10/13/93	Baltimore		Baltimore	
	410-727-4828		410-727- 4828	
1	Pikesville Hilton			
	410-653-1100	Contract V	V	
Thursday 10/14/93			New York	
	PM New York			
Friday 10/15/93	212-769-0725			
	FAX: 212- 769-0746			

#### Council for Initiatives F Jewish Education X Date sent 10/11 Time sent 4:45 No. of Pages (incl. cover): To: alan Hoffmann Organization: C Phone Number: Phone Number: O Fax Number: Fax Number: Comments: E R Chaim B. is anxious to talk to you and requests that you call him between 9:15+9:30 Theo. morning (That's 3:15-3:30 your time). He'll S be at 410-578-6914 on 578-6952 . If you can't H call ther, please send him a fax stating E when , later in the day , he can call you . E He's very anxious to resolve the \$30,000 T talk earlier than 6:30 your time? It's need more. I'll call as echeduled, unles I for If there are any problems receiving this transmission, please call: 216-391-1852



Jewish Theological Seminary 3080 Broadway New York, NY 10027 (212) 678-8031 Fax (212) 749-9085\*

in: Barry Hol-12	
e: October 11	
The state of the s	
al pages including this one: 3	
Please note enclosed	

\*If you experience difficulty transmitting to this FAX number, please use the JTS main FAX number as an alternate: (212) 678-8947. Kindly indicate that this message should be forwarded to the Melton Research Center. Thank you.

October 11, 1993

or the state of the

To: Ginny Levi From: Barry W. Holtz

4 7 1 4

Ginny,

For your report on current CIJE activities, I thought the enclosed letter from Los Angeles should be included. It's my sense that this is part of the potential for moving "from 3 to 23" communities.





### BUREAU OF JEWISH EDUCATION OF GREATER LOS ANGELES "Keeping the Jewish People Jewish, Through Education."

September 28, 1993

Dr. Barry Holtz Melton Research Center 3080 Broadway New York, NY 10027

Dear Barry:

At the recent CAJE Conference in San Antonio, I had the pleasure of attending the "work-in-progress" presentation you delivered regarding the CIJE's Best Practices Project. Upon my return to Los Angeles, I conveyed a number of your preliminary findings to Dr. Gil Graff (who has since become our Executive Director) and to other members of our professional staff. There is uniform feeling here that your work is of great significance and merits widespread dissemination.

To this end, I am writing to inquire whether the CIJE has made provision for similar "work-in-progress" briefings in major Jewish communities such as ours. As you know, there is considerable interest here in revitalizing the supplementary school. The CIJE project which you direct will undoubtedly be of tremendous interest to communal leaders and school stakeholders.

Please let me know whether a visit to Los Angeles during the course of the current academic year lies within the realm of possibility, and whether there is anything our BJE can do to facilitate such an opportunity.

Best wishes for continued success!

Sincerely,

Dr. Ron Reynolds

Director of School Services

CC: Dr. Gil Graff

AGENCY OFFICERS

Unda Goldenberg Mayman

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> Recording Sociatory Susan Jacoby Stein

> > Alfred Ashley

#### Council for Initiatives

in

#### Jewish Education

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Date sent:

Time sent:

No. of Pages (incl. cover):

To: October 12, 1993 Alan D. Hoffmann

From:

Mary Esther Block

Organization:

Phone Number:

Phone Number:

Fax Number:

011972 2 257-070

Fax Number:

216-391-5430

Comments:

Mr. Hoffmann,

Note from Ginny:

Zack Harris is not available for breakfast meeting on Sunday. How about Monday? I gave him your number, but you may want to leave word for him at the Moriah. He will be there starting tomorrow. (Tues.)

Attached is also a copy of a fax from Ruth and from Chaim Botwinick.

MEB

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Jewish Theological Seminary 3080 Broadway New York, NY 10027 (212) 578-8031 Fax (212) 749-9085\*

To:	Alan Hoffmann		
At I	AX Number: CIJE		
Frof			
Date	Oct. 12		
	l pages including this one: _3		
RE:	Enclosed is a flier about a conference at Brandeis that you may not know about. I think it's really too bad that this coincides with our meetings in Cleveland we probably should be represented there.		
	Could Naperstek be sent? Is it possible or worth it?		

1,20

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#### for Jewish Education

Jewish Theological Seminary 3080 Broadway New York, NY 10027 (212) 678-8031 Fax (212) 749-9085\*

> Alan Hoffmann At FAX Number: CIJE Barry Holtz Oct. 12 Date: Total pages including this one: \_

RE:

Enclosed is a flier about a conference at Brandeis that you may not know about. I think it's really too bad that this coincides with our meetings in Cleveland-- we probably should be represented there.

Could Naperstek be sent? Is it possible or worth it?

\*If you experience difficulty transmitting to this FAX number, please use the JTS main FAX number as an alternate: (212) 678-8947. Kindly indicate that this message should be forwarded to the Melton Research Center. Thank you.

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2 1	district and the second second second	A Company of the Comp	university in the United States and the only nonsecturian college or
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3	Opening Remarks	Harrison Water . W.	by the Jewish community. With its
-	Ell N. Evans, President	The same of the sa	distinctive beritage and mission and
-	The Charles Hi Reuson Foundation	1	its ubility to balance tradition with
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CHARLES &	Rabbi Brian Lune with additional co		Brandels provides a unique
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5 De 10	17 708	C 1/ 65 1	From Route 128 southbound
1:30	PERSPECTIVES AND DILEMMAS OF FO	UNDATION LEADERSHIP	Take Route 30 exit; go straight across
100	Three Conversations	441 41 3	Route 30 at traffic lights at top of ramp, street becomes South Street at
1.63	Moderated by David A. Mersky, L.		Weston-Waltham line, proceed across
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120	him at a postion	13800	
24	The Role of the Donor and the Four		From Route 128 northbound
4	Charles Bronfman, The CRB Fo		Take Route 30 exit; turn left at top
4	Rabbi Maurice Corson, The We	xner roundation	of ramp onto Route 30; turn right at
-	Finding and Funding a Project  Susan Grown, The Crown Four	idation	iruffic lights; street becomes South
	Rabbi Rachel Cowan, The Nath		Street: proceed as from Route 128
	The "Family" Dynamics of the Mid-		suubbound.
	Mark Kramer, The Samuel Rose		From Massachusetts Tumpike eastbound
	and the Jewish Funders' Netwo		Take Route 128-Route 30 exit; after
			tollgate, follow signs to Route 30; at
3:00	Coffee Break		top of ramp left on Route 30, right
			ut lights; street becomes South Street;
3:15	THE EVOLVING RELATIONSHIP: FOUND	DATIONS AND THE	proceed as from Route 128
	UJA/FEDERATION SYSTEM: A PANEL O		southbound.
	Moderated by Professor Gary A. 'I		T W . L T I I
	Maurice and Marilyn Cohen Co	enter for Modern Jewish Studies	From Massachusetts Turnpike westbound Take Raute 30-Weston exit at 128
	with the participation of		interchange; after tollgate, proceed
	Martin Kraar, Executive Vice Pre		straight, right at top of ramp and right
	The Council of Jewish Federatio	ns	at traffic lights; left at next set of lights;
	Marvin Lender, President,	- The Coursell of founds	street becomes South Street; proceed as
	The United Jewish Appeal; Chai Federations' Commission on Jet		from Route 128 soutbbound.
	Rabbi Brian Lurie, Executive Vice		
	The United Jewish Appeal	rresident,	For further information please call,
	Toe Crimen Jeneral Appeal		(617) 736-2990.
	Q&A		
		PERSONAL PROPERTY CENT	A SOUR AND THE SECOND CONTRACTOR OF THE SECOND
	In Conclusion		um is presented in cooperation with the Office
			Relations, Brandeis University, the Maurice in
5:00	Adjournment and Reception	and Marilyn Cohen Center fo	r Modern Jewish Studies, and the continuing
		generosity of Barbara and Berr	hard Hyart of Boston, Massachusetts 2011
5:00	Adjournment and Reception	generosity of Barbara and Berr	r Modern Jewish Studies, and the continuard Hyart of Boston, Massachuseirs

If you cannot attend, but would like information about the proceedings of the 1993 Alexander Brin Forum or other conferences and programs of the Hornstein Program in Jewish Communal Service, please check this box.

Jewish Foundations have existed for more than half a century. In the last decade, however, there has been a marked increase in the number and size of these foundations with a particular interest in the Jewish community either solely or as part of a broader agenda. In addition, from what was formerly an operating style directed by the donor and members of his/her family, many foundations with Jewish interests have developed formal structures with staff and outside directors. The setting of priorities in the Jewish community, long the province of a communal process, is increasingly affected by the existence of these foundations, either directly or indirectly.

We will examine this phenomenon from a variety of perspectives to enhance our understanding of foundations and the role they will play in the American Jewish community in the future. The first session of the forum will explore the early history of Jewish foundations and their Varying nature in terms of the differing types, issues, and associated values. Next the forum will turn to a consideration of where the foundations are today with presentations from donors, trustees, and professionals who will address issues related to motivations, goals, aspirations, and dilemmas. The third aspect of the program will enable Jewish communal leaders to talk about interacting with the foundation world. Finally, the forum will conclude with a session devoted to discussing next steps such as maintaining an ongoing inquiry and dialogue. The forum will be recorded and the proceedings published.

This forum is intended for key leadership of the major Jewish Foundations and of the Jewish Federation/UJA system. Attending the Forum will be the graduate students in the Hornstein Program, who are preparing for careers as Jewish communal professionals, members of the Brandeis faculty, and leaders of other Jewish foundations and Jewish communal agencies.

The Alexander Brin Forum honors the memory of the man who for 63 years gave shape and substance to Boston's community-building, American-Jewish periodical, The Jewish Advocate,

The Impact of Foundations with Jewish Interests on the

North American Jewish Community

November 8, 1993 10:45 AM to 5:00 PM

The Hassenfeld Conference Center, Brandeis University

האוניברסיטה העברית בירושלים המרכז לחינוך יהודי בתפוצות ע"ש מלטון



The Hebrew University of Jerusalem The Melton Centre for Jewish Education in the Diaspora

FACSIMILE TRANSM	ISSION	Date: Oct 12
To: ALAN	HOFFMANN	Fax No: 6/995/
Institutions	MANDEL F	UNDATION
From: HowiE	DEITCHER	No. of pages incl. cover: 2
Our fax: 972-2-32	22-211	

Messagei

AMERICAN JEWISH

Memo To: Alan Hoffmann From: Howie Deitcher Date: Oct. 12, 1993

Attached is the note for Prof. Fox with a proposed payment schedule for the 3 mechanchim who will be receiving additional funding from the Mandel Foundation.

	Council for Initiatives
F	īn
A	Jewish Education
X Date sent	16/16 Time sent No. of Pages (incl. cover):
То: Д	·/'/ From:
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	If there are any problems receiving
	this transmission, please call:
1	216-391-1852

#### AGENDA CIJE STAFF TELECON Oct. 14, 1993 8:00 AM (EDT)

Participants: Gail Dorph, Alan Hoffmann, Barry Holtz, Ginny Levi

			Assignment
I.	Minut	es of 10/6	VFL
II.	Assig	nments of 10/6	VFL
III.	Milwa	ukee - 11/13-15	
	A. W	There should we stay and meet?	GZD
		tough agenda (so Adam & Ellen know when to ask toberta and Julie to be there)	
IV.	GA Pl	ans	ADH
	A. I	ead Communities Seminar 11/16-17	
	1	CIJE participants: We 4; BG, RG, JT; AG or DP?	
	2	. Who from the Communities is coming?	
	в. т	The GA, itself 11/17-19: Schedule of CIJE-related	events
	1	. Ratner presentation: Did ADH talk with SHH re: remarks?	preparation of
	2	. Lead Communities breakfast	
		a. Fri. morning 7-8am b. Invitations c. Where? MIM's suite? Rarty Kraar's? Art Ro d. Any formal program?	tman's?
	3	. Forum: "What Works in Jewish Education?" - Fri	. 8-9;45 а.ш.

4. Local continuity commissions - Fri. 2-3:45 p.m.

- V. Other Arrangements for ADH's Nov. Visit
  - A. Cleveland
    - 1. Sun., 11/7 Staff meeting time?
    - 2. Mon., 11/8 As previously set

- S. Project: A "Wexner" type project for lay leaders: A Vision of Jewish education for the future -- goals project both in Israel and US
- T. What do we mean by systemic change: would "raising up" each institution individually, without hitting the whole system, be enough?
- U. How do you have systemic change when individual institutions are all independent? Differences between Jewish education and the Smith & O'Day view (no overarching control)
- V. What is the connection of the Best Practices project to the LCs?
- W. Do we need letters of agreement with the LCs? If so, what should they cover?
- X. Assignment of campers to counselors; next steps in contacts

VII. Community Updates

GZD

VIII. Review of upcoming travel plans

ADH

IX. Other issues

Team

X. Future telecons

VFL.

None scheduled until after Israel

Sha spokeing for me

- 3. Tues., 11/9 Meetings to be scheduled
  8:30 a.m. Alan, Gail, Barry, Ginny, Chuck Ratner
  10:30 a.m. Alan, Gail, Barry, Ginny, Steve Hoffman, Mark
  Gurvis, Daniel Blaine re Cleveland's use of CIJE
  materials
  12:30 p.m. Alan, Richard Shatten
- B. Atlanta
- C. Baltimore
- D. Other see Nov. calendar
- VI. Israel Agenda [Random order] To be meshed with ADH outline. ADH
  - A. From 3 to 23
  - B. Attainable lead community goals by April board meeting
  - C. The community of educators and CIJE
  - D. Establishment (rejuvenation) and use of professional advisory group
  - E. Lead community rabbis and broader groups of rabbis
  - F. Summer 1994 for pros and lay people
  - G. Denominations
  - H. GA: Lead community seminar
  - Pilot projects
  - J. Content of Lilly/CIJE colloquium
  - K. Planning with institutions of higher Jewish learning
  - L. Reasonable outcomes for Lead Communities over 3, 6, 9 months
  - M. Should BH write a "vision" of LCs ala The Future is History: what would/could the LCs look like if it worked?
  - N. Ideas to deal with recruitment of educators
  - O. Ideas to deal with upgrading/in service of educators
  - P. Ideas to deal with compensation of educators
  - Q. Ideas for helping with strategic planning: Can we use 12/13/88 criteria for prog. options in working with LC commissions?
  - R. A LC project: how is "quality" judged in advance?

## HEBREW UNION COLLEGE-JEWISH INSTITUTE OF RELIGION 3077 University Avenue Los Angeles, CA 90007-3796

#### FAX COVER SHEET

TO: ALAN HOFFMAN

FROM: ISA ARON

# OF PAGES (INCLUDING COVER) 2

SENT BY: F. JACKSON EXT.

From Fax #

213/747-6128

Phone #

213/749-3424

(If you do not receive the number of pages designated, please call the above phone number and report it to the sender.)

MESSAGE: Alan, there's a matter I want to discuss with you before your November 14th meeting with Adam Gamoran. It's almost too complicated to try to put it in writing, and I'd much prefer to talk on the phone, if that's at all possible.

Unfortunately, since I teach most mornings, and since I go to sleep early, it may be difficult to find a time to speak.

Here are some possible times when I'm available (all times are California (PDT) time). I'm told I should add nine hours to get Israel time, but what happens after October 24, when we switch to Standard Time, rather than Daylight Savings?

Monday, Oct. 18

8:30 A.M.-10 A.M. (At home)

Thursay, Oct.21

11:40 A.M.-2:30 P.M. (At HUC)

Alan Hoffman page two October 14, 1993

> Friday, Oct. 22 All day after 8:30 A.M. (At home) Monday, Oct. 25 All day after 8:30 A.M. (At home)

Monday, Nov. 1 9 A.M.-12:30 P.M. (At HUC)

Tuesday, Nov. 2 Between 11:30 A.M. and 2 P.M. (At HUC)

Are any of these times possible? I realize that you're expecting visitors from the U.S. after October 20, and will be tied up with them, so this may not work out.

Depending on the outcome of our conversation, I may need to write a letter to Adam, and I'm leaving for Berlin on November 7 (Bill is having an exhibit there), so I really need to talk to you by November 2.

I can't believe I just wrote an entire letter to try to arrange a half hour phone call!

Send me a fax to my home (213/939-9526) and let me know.

B'Shalom,

20.9



Jewish Theological Seminary 3080 Broadway New York, NY 10027 (212) 678-8031 Fax (212) 749-9085\*

To	: Alan Hoffmann
' Fr	com: Basily Hellz
To	otal pages including this one: 3
Here	is the letter from Dorothy Bass that me with the materials I om
Ca 51	inging to Israel

<sup>\*</sup>If you experience difficulty transmitting to this FAX number, please use the JTS main FAX number as an alternate: (212) 678-8947. Kindly indicate that this message should be forwarded to the Melton Research Center. Thank you.



To: Barry Holtz and Alan Hoffmann

From: Dorothy C. Bass

Date: October 12, 1993

Re: Meeting on November 4

Hues ult Valparaiso University Valparaiso, IN 46383-6493

219.464.5034 FAX 219.464.5496

DOROTHY C. BASS Project Cirector

Steering Committee
Mary C. Boys, S.N.J.M.
Ell Charry
E. Brooks Hotifield

A Project of Lifty Endowment loc. I am delighted that Alan will be able to meet with the leaders of my project in Indianapolis on November 4. This time, we will meet not at the Endowment office, but rather at a downtown conference center, University Place. Travel directions are enclosed. If you will let me know your travel plans, I shall arrange the schedule to make the most of your presence with us.

As I told you, Craig Dykstra and I found our conversation in September very stimulating, and we are eager to continue and expand it to include some other colleagues. We anticipate that this meeting will allow for exploration and mutual learning between the two initiatives; we do not come to it with a specific outcome in mind.

Present at the meeting will be my project's steering committee, the three Endowment officers related to this work, and three other scholars who are writing or editing volumes for the project. We have also invited a publisher to meet with us, and he may be present as well. One of the chief issues before this meeting is how to structure this research and its dissemination to make a difference in religious leaders' awareness of the challenges to education and formation in faith.

I am sending you a copy of the original proposal describing the project and its orientation, along with a paper of mine and descriptions of some of the volumes the project will sponsor. The proposal and budget also allow for some other activities not evident here. In particular, we hope to identify particularly promising programs that are already taking place (perhaps like your "Best Practices" settings), and we plan to provide for conversation with Christian leaders about the issues we are addressing. Since much of our research at this point is historical and theological, our first aim is to stimulate their imaginations rather than to provide them with specific recommendations.

I have sent A Time to Act to those who will be present at the meeting. As I told Barry, I would be pleased to circulate any other information about your work in advance, if you think that would be helpful.

I know that my invitation came late, and without much flexibility. I am grateful to

you for managing to fit it into your schedule and will be pleased to cover or share your travel expenses, as you see fit.

Alan, I look forward to seeing you in November. Barry, thanks for your help in arranging this. Either of you may reach me by phone or fax as shown, or on the Internet at dbass@exodus.valpo.edu.



		Council for	Initiatives	
		ir	1	
		Jewish E	ducation	
Da	te sent:	Time sent	No. of Pages	(ind. cover):
Or	October 14, Alan D. ganization:	1993 Hoffmann	From:	Mary Esther Block
Ph	one Number:		Phone Numb	ec:
Fa	x Number: 011972 2 61	9 951	Fax Number	216-391-5430
	mments:			210-391-3430
1	Mr. Hoffmann Attached fin and copy of	nd a memo from Chaim B latest November sched	otwinick, proposed r	memo from Ginny,
	MEB	ratest November sened	ile.	
		- Tatest November seneg	iie.	
		racest November seneg	iie.	
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216-391-1852

TO:

John Colman, Seymour Fox, Adam Gamoran, Ellen Goldring, Annette Hochstein, Steve Hoffman, Mort Mandel, Chuck Ratner, Barry Reis, Esther Leah Ritz, Shmuel Wygoda, Hank Zucker

FROM:

Ginny Levi

DATE:

October 14, 1993

RE:

CIJE Update

Enclosed are various reports and letters which I've gathered to bring you up to date on the work of CIJE. We plan to circulate updates periodically to keep you informed.

Enclosures include the fellowing:

- 1. Notes prepared by Gail Dorph on visits to Lead Communities.
- Memo of Sept. 9 from Art Naparstek on meeting with Lilly Foundation.
- 3. Memo of Sept. 10 from Barry Holtz on meeting with Lilly Foundation.
- 4. Letter of Sept. 20 from Craig Dykstra, Lilly Foundation.
- 5. Preliminary agenda of Staff Seminar in Israel.
- 6. Excerpt from minutes of Oct. 6 outlining plans for GA.
- 7. Letter of Sept. 28 from Ron Reynolds.

#### ADH SCHEDULE NOVEMBER 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 Arrive  Dinner-ADH,GD,BH	1 Baltimore  12 - Botwinick  4-6 Meet S. Lee at Balt Airport Hotel (tent.)	2 Baltimore	3 Balt.—Chgo.  5.Crown available 10:30 a.m. only. What shall I do?	4 Indianapolis Lilly – time?	5 New York  10 - Rosele  2-3:30-Ruskay	6 New York
7 NY/Cleveland 7?PM Staff Mtg.	8 Cleveland 7:30-9 Staff+MLM, SHH,HLZ 9-3:30 Staff+SHH 3:30-5 Mgmt Com'tee 5-? MLM+ADH	9 Cleveland 8:30-10 Ratner,AH,GD BH, GL 10:30 CIJE+JCF Staff 12:30 Shatten+ADH To New York	10 New York 8-10 NY Mtg. 10:30-4 CJF Comm'su 4:30-6 NY Mtg. Dinner Mtg.	11 New York 2:00-Cowan (tent.) To Detroit	B. Berman?  D. Cohen?	13 Ann Arbor
14 Milwaukee 9-2 Staff Meeting 2-5 Str. Plng. Retreat 5:30-10 Staff Meeting	15 Milwaukee Str. Ping. Retreat To Montreal	16 Montreal  Noon-10p LCSeminar	17 Montreal  8am-2pm LCSeminar  2:45-Bronfman?	18 Montreal 2:30-Bronfman?	19 Montreal 7-8 LC Breakfast 8-9:45 What Works 2-3:45 Continuity Commissions	20 Montreal
21 Cleveland MLM	22 Atlanta	23 Atlanta	24 New York  To Israel	25 Thanksgiving	26	27
28	29	30	To be scheduled: J. Zayman – Balt. E.L. Ritz – Milw. C. Bronfman – Mont. B. Berman – Det. Balt. visit S. Lee Atl. visit	New York: Rosele Syme-NO Merians Hausdorff Maryles S. Brawarsky Spack Ruskay Woocher 'owan	Chicago: J. Colman S. Crown Maynard Wishner C. Goodman	

# Council for Initiatives in Jewish Education

Date sent:

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Time sent:

No. of Pages (incl. cover):

To: Alan D. Hoffmann

From:

Ginny Levi

Organization:

CIJE/Israel Office

Phone Number:

011972 2 617 418

Fax Number:

011972 2 619 951

Comments:

Phone Number:

216-391-1852

Fax Number:

216-391-5430

alan - MICRICAN HAVESTO

The Philanthropic Finance Committee meeting was just rescheduled to 9:15
Fri. morning. DK if I call you at 8:00 instead of 9? I will do so unless I receive a fax to the contrary. Also, Barry , I never get the letter on USAFER. rental.

Thanks, Sinny

If there are any problems receiving this transmission, please call:

216-391-1852

SEE MANAGEMENT MARINAL POLICY NO. 2.5 FOR GUIDELINES ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

ASSIGNMENTS
ACTIVE PROJECTS
RAW MATERIAL
FUNCTIONAL SCHEDULE 73890 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE
\$UBJECT/OBJECTIVE	FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 9/29/93

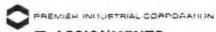
		C. LENDEN			MIL	
NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finalize arrangements for Blaustein grant with D. Hirschhorn.		SF	7/22/93	8/15/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:		SF	2/25/93	8/15/93	
	a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Paul Steinberg f. Isadore Twersky	EWISI	1			
3.	With AH and BH, draft a job description for Barry Holtz.	N E	SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process.	77	SF	3/31/93	12/1/93	

~	ASSIGNMENTS					SEE MANAGEMENT MANU FOR GUIDELINES ON TH OF THIS FORM FOR A FRIN	HE COMPLETION
	ACTIVE PROJECTS	FUNCTION .	CIJE S	TEERING	COMMITTE	E	
	RAW MATERIAL FUNCTIONAL SCHEDULE	SUBJECT/OBJECTIVE		HOCHSTE	IN ASSIGN	MENTS	
	73890 (REV. 1/89) PRINTED IN U.S.A.	ORIGINATORIPROJECT	LEADER	VFL		DATE 9/29,	/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a recommendation for the use of materials and da CIJE.			ARH	7/9/93	8/12/93	
2.	Contact the following board preparation for the August : send brief report to VFL:	members in 26 meeting and		ARH	2/25/93	8/15/93	
	a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch						
3.	With SF and BH, draft a job for Barry Holtz.	description	V E	ARH	5/19/93	8/19/93	
	1						

	ASSIGNMENTS
	ACTIVE PROJECTS
	RAW MATERIAL
	FUNCTIONAL SCHEDULE

FUNCTION CIJE	STEERING COMMITTE	EE		
SUBJECT/OBJECTIVE	S HOFFMAN ASSIG	NMEN.	rs	
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/29/93	

NO.	DESCRIPTION	with the second	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETÉE OR REMOVES DATE
1.	Contact the following board min preparation for the August and send brief report to VFL:  a. Jay Davis b. Charles Goodman c. Marvin Lender d. Norman Lipoff e. Charles Ratner f. Bennett Yanowitz	26 meeting		SHH	2/25/93	8/15/93	
2.	With HLZ, talk with MLM about advisability of approaching J family to partner with Jim Jo	esselson		<b>БНН</b>	6/8/93	8/15/93	
3.	Propose to MLM that he talk w Hoffberger about the Lead Com in Baltimore and provide an o discussion points.	munity process		SHH	3/24/93	TBD	
4.	With SF, develop a plan for i denominations in each Lead Co CIJE.			<b>БНН</b>	3/31/93	TBD	
5.	With Alan Hoffmann, confer by with chief professional of ea Communinity to encourage them Senior Educators.	ch Lead		<b>БНН</b>	5/19/93	TBD	
				- - -			



☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL

☐ FUNCTIONAL SCHEDULE

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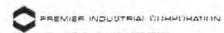
FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMANN

ORIGINATOR/PROJECT LEADER VFL DATE 10/14/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVE DATE
1.	Arrange to meet with Schindler in Israel.		ADH	9/21/93	10/13/93	
2.	Talk with SHH about preparation of C. Ratner's remarks.		ADH	10/6/93	10/13/93	
3.	Write up meetings with denominations and training institutions.		ADH	9/21/93	10/15/93	
4.	Send Barry copy of UJA/Federation letter.		ADH	10/14/93	10/15/93	
5.	Talk with AG about submitting written reports to VFL on MEF meetings and activities for bi-weekly newsletter.	131	ADH	9/21/93	10/18/93	
6.	Write to Lilly Foundation reps. as follow-up to Indianapolis meeting. Enclose A Time to Act and other publications.		ADH	9/21/93	10/18/93	
7.	Consider issue of tax exemption at Mayflower, (BR is working on this)		ADH	9/21/93	10/20/93	
8.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.	۲.,	ADH	7/22/93	10/20/93	
9.	Draft a mission statement for the Lead Communities project.	27	ADH	7/22/93	10/20/93	
10.	Work with VFL on budget start with work plan and structure, to be discussed with SDN in Israel.		ADH	9/21/93	10/26/93	
11.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ADH	7/22/93	11/01/93	
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		ADH	9/21/93	11/30/93	
13.	Look into design of CIJE logo.	1	ADH	9/21/93	12/15/93	5
14.	Develop descriptive brochure for GIJE.		ADH	9/21/93	1/15/94	

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☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL

☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE	STEERING C	OMMITTEE	
SUBJECT/OBJECTIVE	HOLTZ ASS	IGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE	10/14/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED DATE
1.	Ask Isa Aron about content and anticipated outcomes of 11/21 - 22 HUC meeting.		ВН	9/29/93	10/14/93	
2,	Visit UJA/Federation to view potential office space.		ВН	10/14/93	10/18/93	
3.	Get materials on Lilly meeting and deliver to ADH.		ВН	10/14/93	10/18/93	
4.	Schedule meetings for ADH with Rachel Cowan, John Ruskay and Sandy Brawarsky.		BH	10/14/93	10/18/93	
5.	Prepare a memo summarizing proposal on distribution of CIJE materials (Woocher - possibility).	W.	ВН	5/28/93	11/15/93	
6.	Work with Atlanta on filling the position of Director of the Lead Community project.	/ E	вн	6/16/93	TBD	
7.	Work with Milwaukee on pilot projects.		BH	3/5/93	TBD	
8.	Prepare suggestions for how to proceed with pilot projects in Atlanta.	TI	вн	3/5/93	TBD	
9.	Begin work with Baltimore on a pilot project.		ВН	3/5/93	TBD	
10.	Contact the following board members and send brief report to VFL:	1	ВН	6/30/93	TBD	
	a. Gerald Cohen b. Susan Crown c. Billie Gold d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. Matthew Maryles h. David Teutsch					



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☐ ACTIVE PROJECTS
☐ RAW MATERIAL

☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

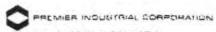
ORIGINATOR/PROJECT LEADER VFL DATE 10/14/93

Subscribe to JTA and Jewish newspapers of the 3 Lead Communities. Arrange for ADH to meet with CRB on next visit. Arrange for ADH to meet with Syme in New		VFL	9/21/93	10/14/93	
visit.				,	
Arrange for ADH to meet with Syme in New		VFL	10/06/93	10/15/93	
York.		VFL	10/06/93	10/15/93	
Call Tim Hausdorff and propose meeting with ADH, GZD, BWH about Jim Joseph grant.		VFL	9/21/93	10/15/93	
Organize and arrange meetings for Cleveland "forum" on 11/7-9 and Milwaukee on 11/14-15. Notify participants of		VFL	9/21/93	10/15/93	
Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]	RP	VFL	4/7/93	10/18/93	
Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.	SP	VFL	9/21/93	10/18/93	
Write to Daniel Syme re: ADH meeting in New York.	_6	VFL	10/14/93	10/18/93	
Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.	30	VFL	10/14/93	10/20/93	
Work with ADH on budget. Start with work plan and structure.	TP	VFL	9/21/93	10/27/93	
Revise letterhead.	RP	VFL	9/21/93	10/31/93	
Develop and maintain a 6 month CIJE calendar.	TP	VFL	9/21/93	11/04/93	
Look into use of Internet/Compuserve for CIJE.	SP	VFL	9/21/93	11/04/93	
Arrange for review of CIJE manual when staff is in Cleveland.	SP	VFL	9/21/93	11/08/93	
Organize materials for parallel set of files.	RP	VFL	9/21/93	11/15/93	
	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Write to Daniel Syme re: ADH meeting in New York.  Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.  Work with ADH on budget. Start with work plan and structure.  Revise letterhead.  Develop and maintain a 6 month CIJE calendar.  Look into use of Internet/Compuserve for CIJE.  Arrange for review of CIJE manual when staff is in Cleveland.  Organize materials for parallel set of	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.  [Israel agenda]  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Write to Daniel Syme re: ADH meeting in New York.  Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.  Work with ADH on budget. Start with work plan and structure.  Revise letterhead.  Develop and maintain a 6 month CIJE calendar.  Look into use of Internet/Compuserve for CIJE.  Arrange for review of CIJE manual when staff is in Cleveland.  Organize materials for parallel set of RP	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect. [Israel agenda]  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Write to Daniel Syme re: ADH meeting in New York.  Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.  Work with ADH on budget. Start with work plan and structure.  Revise letterhead.  Develop and maintain a 6 month CIJE TP CIJE.  Arrange for review of CIJE manual when SP VFL  Staff is in Cleveland.  Organize materials for parallel set of RP VFL	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.  [Israel agenda]  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Write to Daniel Syme re: ADH meeting in New York.  Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.  Work with ADH on budget. Start with work plan and structure.  Revise letterhead.  Develop and maintain a 6 month CIJE calendar.  Look into use of Internet/Compuserve for CIJE.  Arrange for review of CIJE manual when staff is in Cleveland.  Organize materials for parallel set of RP VFL 9/21/93	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.  [Israel agenda]  Arrange for Barry Reis to prepare and submit a monthly summary of expenditures to ADH.  Write to Daniel Syme re: ADH meeting in New York.  Have MEB work with Roberta Goodman on Milwaukee meeting arrangements.  Work with ADH on budget. Start with work plan and structure.  Revise letterhead.  Revise letterhead.  Develop and maintain a 6 month CIJE calendar.  Look into use of Internet/Compuserve for CIJE.  Arrange for review of CIJE manual when staff is in Cleveland.  Organize materials for parallel set of RP VFL 9/21/93 11/15/93

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

FUNCTION . CIJE	STEERING	G COMMITTEE	
SUBJECT/OBJECTIVE	MANDEL	ASSIGNMENTS	
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/29/93

		ORIGINATOR/PROJECT LEADER		VFL	DATE 9/29/93		/93
NO.	DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	OR REMOVED
1.	Contact the following board preparation for the August 2 send brief report to VFL:  a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer	members in 6 meeting and		MLM	2/25/93	8/15/93	
2.	Consider establishing a fina	nce committee.		MIM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to board to support CIJE.	o get her on	V E	MIM		8/31/93	
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☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

FUNCTION CIJE	STEERIN	G COMMITTEE		
SUBJECT/OBJECTIVE	ZUCKER	ASSIGNMENTS		Ī
ORIGINATOR/PROJECT LEADER	VFL	DATE	9/29/93	-

ASSIGNED DATE ASSIGNED STARTED COMPLETED OR REMOVED NO. DESCRIPTION PRIORITY TO (INITIALS) DUE DATE 1. Schedule meeting of MIM, AJN, and HIZ to HLZ 7/9/93 7/30/93 discuss CIJE funding. 2. With SHH, talk with MLM about the HIZ. 6/8/93 8/15/93 advisability of approaching Jesselson family to partner with Jim Joseph grant. 3. Contact the following board members in HLZ 2/25/93 8/15/93 preparation for the August 26 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson 4. Encourage MLM to talk with Corky Goodman HLZ 3/24/93 TBD prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA. 5. Arrange meeting for MLM with presidents and HLZ 1/28/93 TBD executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.

MORTON L. MANDEL

4500 EUCLID AVENUE . CLEVELAND, OHIO 44103

October 12, 1993

Dear Bill and Helen:

We very much enjoyed being with you in Atlanta at your lovely home, and also at the other events over last weekend.

You are both very gracious hosts, and we enjoyed your art and the wonderful "feeling" of your home, and, of course, we really enjoyed being with your friends and associates. It was a chance to renew old friendships, and we really felt good about it.

The projects we are working on together are very demanding, and can make a real impact on our future. I sincerely believe that we are up to the challenge and that, together, we will advance the cause.

Thanks again for your hospitality. Barbara and I both enjoyed the opportunity to get to know you a bit better, and we look forward to seeing you again one day soon.

Warmest regards.

Sincerely,

MORTON L. MANDEL

Dr. and Mrs. William E. Schatten 3865 Parian Ridge Read, N.W. Atlanta, GA 30327-3027

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NOTE: SUNDAY MEETING ST FED
LEADERS AT STAND COMES TAME

	Council f	or Initiatives
F		in
Α	Jewish	Education
x	Date sent Time sent	No. of Pages (incl. cover): 3
	To: October 15, 1993 Alan D. Hoffmann	From: Mary Esther Block
С	Organization: Phone Number:	Phone Number:
0		Fax Number:
V	Fax Number: 011972 2 619 951	216-391-5430
E	Comments: Mr. Hoffmann,	
R		on Montreal agenda - (via Gail Dorph)
	I. Update report by each commun:  A. What are the issues?	ity on CljE.
s	1. Process in the commun	nd to
		implementations of CIJE visions
Н	II. The role of the field research	
E	A. Expectations	
E	B. Limitations	
		on Montreal agenda - (I spoke to her
	Suggestions from Lauren Azoulai o to the phone)	Ve a "community consultantian"
	Suggestions from Lauren Azoulai o to the phone)  Needs 1 - 1 1/2 hour(s) to ha	Ve a "community consultantian"
T	Suggestions from Lauren Azoulai o to the phone)  Needs 1 - 1 1/2 hour(s) to ha In order to talk about th	Ve a "community consultation"
T	Suggestions from Lauren Azoulai of the phone)  Needs 1 - 1 1/2 hour(s) to hat In order to talk about the 1. Teacher training  2. JCC  MEB  If there are any p	Ve a "community consultantian"

#### ADH SCHEDULE NOVEMBER 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31 Arrive Dinner-ADH,GD,BH	1 Baltimore  12 - Botwinick  4-6 Meet S. Lee at Balt	2 Baitimore	3 BaltChgo.	4 Indianapolis Lilly – time?	5 New York  10 - Rosele  2-3:30-Ruskay	6 New York
	Airport Hotel (tent.)		40 N 55 V 1	AT Now York		10 Ann Arber
7 NY/Cleveland 77PM Staff Mtg.	8 Cleveland 7:30-9 Staff+MLM, SHH,HLZ 9-3:30 Staff+SHH 3:30-5 Mgmt Com'tee 5-? MLM+ADH	9 Cleveland 8:30-10 Ratner,AH,GE BH, GL 10:30 CUE+JCF Staff 12:30 Shatten+ADH To New York	10 New York 8-10 NY Mtg. 10:30-4 CJF Comm'sn 4:30-6 NY Mtg. Dinner Mtg.	11 New York  2:00—Cowan (tent.)  To Detroit	12 Detroit  11 - B. Berman  D. Cohen?	13 Ann Arbor
14 Milwaukee 9-2 Staff Meeting 2-5 Str. Plng. Retreat 5:30-10 Staff Meeting	15 Milwaukee Str. Plng. Retreat To Montreal	16 Montreal  Noon-10p LCSeminar	17 Montreal 8am-2pm LC Seminar	18 Montreal  2:30-Bronfman 1170 Peel St, 8th Fl.	19 Montreal 7-81:C Breakfast 8-9:45 What Works 2-3:45 Continuity Commissions	20 Montreal
21 Cleveland MLM	22 Atlanta	23 Atlanta	24 New York To Israel	25 Thanksgiving	26	27
28	29	30	To be scheduled: J. Zayman - Balt. E.L. Ritz - Milw. C. Bronfman - Mont. B. Berman - Det. Balt. visit S. Lee Atl. visit	New York: Rosele Syme-NO Merians Hausdorff Maryles S. Brawarsky Spack Ruskay Woocher Cowan	Chicago; J. Colman S. Crown Maynard Wishner C. Goodman	

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#### FAX

#### Council for Initiatives in Jewish Education

Date:October 15, 1993

To: Alan Hoffmann From: Barry Holtz

at Fax number: 212-864-6622

Number of pages (including this onc):1

Re:

Alan,

1) I never got a fax of the UJA-Federation office space letter from you today.

- 2) Re: the Israel agenda: I'm feeling that there should be time to talk about the Best Practices project itself not just the BP Project as it relates to the Lead Communities. Ie how should I move some of the stuff forward.
- 3) check your bitnet re Dorothy Bass info.

(if there is difficulty in transmission, please call 212-864-3529)