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CIJE meetings, reports, and planning documents. Lead  
Communities reports and planning documents,  
1993.

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

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SEE MANAGEMENT MANUAL, POLICY NO. 3.5  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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

*Please inform Sec'y of All  
deputies (you'll have  
minutes very soon)*

*Shut up unless  
otherwise  
decided*

# AGENDA

## CIJE STEERING COMMITTEE

July 9, 1993  
7:30 AM

*0*  
~~1880255561~~  
205 263 23 11

Participants: Morton Mandel (Chair), Annette Hochstein, Steve Hoffman, Ann Klein,  
Virginia Levi, Henry Zucker

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	MLM
- Reschedule Aug. 4 to Aug. 12		
- Schedule future meetings		
II. Minutes and Assignments of June 17, 1993	2,3	VFL
III. Plans for Aug. 26 Executive Committee and Board Meetings	6a,6b	MLM
IV. Plans for Staff Seminar and Seminar with Lead Communities		ARH
V. Lead Communities Update		ARH
VI. Discuss SRE Memo re Representation on Advisory Council to Joint Authority for Jewish/Zionist Ed.	9	SHH ALAN MLM
VII. Discuss Goldring memo re use of Educator Survey		SF/ARH
VIII. Review draft budget	5	MLM
IX. Status Reports		ARH
A. Best Practices		
B. Monitoring, Evaluation & Feedback		
X. Staffing		MLM

*There'll be report*

*Sw will update you this a.m.*

*What do you think?*

Fax RCM by  
Monday re - going  
public on the

SHH's Question

Re - Plan

Micro we don't share  
plans we share

Adm's Orders to Shmuel



*We need a list of assignments.*

*A*

*PLANS FOR AUGUST 26TH BOARD AND EXECUTIVE COMMITTEE.*

1) Progress report:

The progress report is currently in preparation. The central part is drafted by VFL and SW while the part on MEF is drafted by Adam Gamoran and the part on Best Practices by Barry Holtz.

The report should be in Board members mail box no later than by Monday August 16th. Hence all drafts have to be submitted to VFL no later than July 29th, so that they can be submitted for MLM review, corrected, and subsequently mailed to Board members.

New staff

2) Alan Hoffmann's introduction.

The meetings of August 26th will be the first opportunity for the formal introduction of new staff. Towards that date a thorough preparatory work is to be completed.

Alan has started his preparation to take over the directorship of the CIJE. He has been meeting regularly with SF, AH, and SW in addition to his reading CIJE related written material in order to become fully acquainted with the organization, its activities and challenges.

Alan has already prepared a first draft of the CIJE calendar for 1993/94 and will update it periodically as his familiarization will develop.

Alan has just returned from the US, ( where he went to attend the funerals of Mr Sam Melton, and had subsequently various informal meetings related to CIJE matters ) and he will be back there for mid August

The announcement about his appointment has to be completed ten days prior to the Board, along with the progress report so that during the Board Alan will be formally introduced and will be able to have several informal discussions with important Board members, thus leaving them at the evening of August 26th, with the clear impression that the CIJE is finally in good hands and that after a period of " rodage " the organization is ready to measure up with the challenges of the systematic improvement of Jewish education in North America.

## 2) Gail Dorph

Gail has been formally hired only recently, and at the present time she is completing her duties at the University of Judaism and actively preparing her daughter's wedding. Only towards mid August will she be settled back in New York and already after the excitement of the Simha.

As the date of mid August corresponds with the time of arrival of Alan , ( and other CIJE israeli staff ) to the US, it is suggested to hold several intensive meetings with Gail to bring her on board as quickly and efficiently as possible , in order for her to start and have informal meetings during the Board and executive sessions of August 26th.

## 4) Redefinition of the role of Barry Holtz

## .5)Preparation of Chuck Rattner

## 5) Preparation of LC lay leaders

## 6) Preparation of Jon Coleman, E.L.Ritz

## 7) Dvar Tora



1993 1993

[illegible]



MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: JUNE 17, 1993

DATE MINUTES ISSUED: JUNE 18, 1993

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

COPY TO: Barry Reis

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I. The minutes of May 13 were reviewed.

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

II. Plans for August 26, CIJE Board Meeting

A. Executive Committee

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

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



B. Progress Report

- ✓ 1. MLM will make introductory remarks and will introduce Alan Hoffman. His remarks will include the role of CIJE in funding. Hoffman's remarks might include the introduction of Gail Dorph and the distribution of an organization chart.

- ✓ 2. Report on work in the Lead Communities

Assignment

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

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

3. Monitoring, Evaluation & Feedback Report

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

4. Update on Best Practices and Pilot Projects

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

C. Announcement of Alan Hoffman's appointment

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

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

D. Communications

Assignment

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

Assignment

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

### III. CIJE Board Membership

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

✓

### IV. Lead Communities Update

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

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

### V. Upcoming Seminars

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

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

### VI. Update on CJF Continuity Commission

A. MLM reported on a meeting he had with Marvin Lender, chair of the CJF commission on Jewish continuity. It was apparent that we have much to do in bringing the national lay community up to date on the work of our Commission and CIJE. It was concluded that Lender will not proceed with the CJF commission until he and MLM talk again about how their work and ours can complement each other.

B. It was suggested that Lender be invited to serve on the CIJE board. VFL and HLZ will draft a letter inviting him to serve and providing him with background information.

C. SHH reported on conversations with Marty Kraar. He noted that Federation staff are generally not well informed about Jewish continuity. This commission was formed as a reaction to the data from the CJF survey. Marty is now aware of the pitfalls of this approach. He, too, is anxious to find a way to work cooperatively with CIJE.

D. It was concluded that this situation provides us with an opportunity to find a way for CIJE and CJF in work in concert. It was suggested that SHH advise Alan Hoffman about this situation and how to proceed.

Marvin Lender  
Maybe  
he'll

VII. Operations

A. Torah U'mesorah

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

B. VFL will prepare a list of open major proposals for support of projects in the area of Jewish education. A review of this list will be included on the agenda of the CIJE steering committee.

C. Final arrangements for Shulamith Elster's termination of employment were discussed. VFL will inform her of the outcome.







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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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



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SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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





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SUBJECT/OBJECTIVE A HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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





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SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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



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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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



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SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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





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DATE 6/17/93

04:00 00 77 800

Atlanta  
JCCA - Gershon Kalkst



MAY 20 1993

THE JEWISH COMMUNITY FEDERATION OF CLEVELAND  
1750 EUCLID AVENUE • CLEVELAND, OHIO 44115 • PHONE (216) 566-9200 • FAX # (216) 861-1230

May 19, 1993

OK

M E M O R A N D U M

TO: Morton L. Mandel  
Henry L. Zucker ✓

cc: Virginia Levi

FROM: Stephen H. Hoffman *SHH*

David Sarnat called the other day to tell me that Gerald Cohen, the CIJE board member from Atlanta, would like to retire from active duty. Gerald is an older member of our board, though he has been a faithful attendee. You may remember that we had to encourage Gerald to join the board because he was reluctant to travel even then. He is a past president of the Atlanta Federation and a major supporter of Jewish education and conservative Judaism in Atlanta. He's also just a wonderful human being.

David has suggested that we consider replacing Gerald with another Atlanta leader, Jay Davis, a young man in his early 40s. He and his father (who is 85) gave a million dollars to the Atlanta Federation for an endowment in Jewish education. David tells me that Jay is still being developed as a constructive leader and is in need of a significant amount of support and education as to community process, politics, etc. It was David's suggestion that we consider inviting the three execs of our lead communities to CIJE board meetings in the future. This would give David a "cover" to be in attendance and to help with the education and cultivation of Jay Davis. *1/OK*

I think we should consider this recommendation positively. The more young, potentially significant players we can identify in the communities, the easier our job will be, and we will also be doing a service for our lead communities, such as I think we are doing with Dan Bader in Milwaukee. *OK*

You will, I believe, also be pleased to know that David was much more positive coming out of the staff meetings with the lead communities last week than he was going in. Coming from David, this is "high praise." His usual style is to tell you nothing when he's happy and only to let you know when he's not. *✓*

SHH:gc  
B3:15A



## Agenda for meeting with SF on June 16th .

1) Gail Dorph: The only week she can come to Israel ( בדיעבד ) is the week of July 7th.

Do we proceed with the week of July 18th, and how do we bring her up to date afterwards?

2) CIJE staff seminar : Jerusalem

- a) Dates
- b) Hotel reservations
- c) Location
- d) Agenda:: CIJE activities in 1993-94
  - Best Practices : ( BH )
    - 1) Supplementary schools ( implementation & further research)
    - 2) Early childhood programs ( publication & implementation )
    - 3) Day Schools ( publication & implementation )
    - 4) Pilot Projects ( presentation to LC & implementation )
  - Goals Project ( SF )
    - 1) The need to clarify the concept to the LC repeatedly
    - 2) Key players in each LC who can present the project locally
    - 3) Mission statements and the Goals project
  - Monitoring Evaluation and Feedback (AH?)
    - 1) Data collection ( what , how, reported to whom ) in LC
    - 2) Additional roles of the Field researchers
    - 3) LC self studies

3) CIJE / LC seminar in August in the US

- Dates : August 23-24th 1993
- Location: Baltimore/ Milwaukee
- Agenda
- Participants ( pros, lay? )



4) CIJE Board meeting: August 26th 1993.

- LC participants ( re Sarnat's request & VFL suggestion )
- Agenda:
  - 1) VFL proposal to have one LC report , e.g. Milwaukee
  - 2) Rattner on the agenda E.L.Ritz & J.Coleman out ?

5) Lead Communities current situation:

- Personnel
- Policy and strategy

6) Letter to Hirshhorn re Agreement

7) Tora Umesora

- Discussion with VFL
- Letter to Hirt

8) Nehama Leibowitz





PREMIER INDUSTRIAL CORPORATION

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DATE 4/12/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	How to engage executive committee members in CIJE's work.					
2.	Establish relationships between CIJE board members and Lead Community lay leaders. Develop a plan and timetable.					
3.	Each Lead Community should establish a task force on in-service training.					
4.	We wish to encourage networking of educators among the Lead Communities.					
5.	Encourage formation of local commissions and task forces on personnel and Best Practices.					
6.	Consider CIJE's role in involving Lead Communities with the CRB Foundation Israel Experience project.					
7.	Consider encouraging Chuck Ratner to establish an informal mentoring relationship with Daniel Bader.					
	Reconsider the idea of establishing a talent bank upon which Lead Communities might draw.					

800  
convert  
as model  
9/7

7/6/93

CIJE EXECUTIVE COMMITTEE MEETING

August 26, 1993

AGENDA

(Refreshments 9:30; Meeting 10 - 11:30)

- enormous step since Feb.*
- staffing of CIJE*
- LC each + LL+*
- BP*
- MEF*
- staffing + ed always + next step planned*
- I. Introductory Remarks MLM
- II. Progress Report ARH
- III. Proposed Workplan A. Hoffmann
- IV. Development Report by AJN (If we have a Blaustein or Jim Joseph gift to report)
- V. Budget for 1993 A. Hoffmann



7/6/93

CIJE BOARD MEETING

August 26, 1993

AGENDA

(Lunch 12 - 1:00; Meeting 1 - 4:00)

I. Welcome and Progress Report

Introductory remarks, comment on CIJE role with respect to Lead Communities, etc., and introduce Alan Hoffmann.

II. Comments

Alan Hoffmann

Introduce Gail Dorph, comment on new status of Barry Holtz, discuss staffing.

III. Overview of the Lead Communities Project

Charles Ratner

Responses by chairs of Lead Community projects:

Atlanta - William Schatten

Baltimore - Genine Fidler, Ilene Vogelstein

Milwaukee - Jane Gellman, Louise Stein

IV. Monitoring, Evaluation & Feedback Report

A. Introductory Remarks

Esther Leah Ritz

B. Update on Overall Project

Adam Gamoran

C. Preliminary Report on Educators' Survey

Ellen Goldring

V. Update on Best Practices & Pilot Projects

A. Introductory Remarks

John Colman

B. Report

Barry Holtz

VI. D'var Torah

TBD

MASTER SCHEDULE CONTROL  
KJ92 (REV. 12/06) PRINTED IN U.S.A.

1993 1993

[illegible]

CIJE BOARD MEETING

AGENDA

August 26, 1993

Executive Committee

- |      |                                      |     |
|------|--------------------------------------|-----|
| I.   | Introductory Remarks                 | MLM |
| II.  | Progress Reports                     | AH  |
| III. | Proposed Workplan                    | AH  |
| IV.  | Development Report by AJN (possibly) |     |

CIJE Board Meeting

- |      |   |                    |
|------|---|--------------------|
| I.   | Progress Report                           | MLM                |
| II.  | Report on Work in the Lead Communities    | Chuck Ratner       |
| III. | Monitoring, Evaluation & Feedback Report  | E. L. Ritz         |
|      | A. Update on Overall Project              | Adam Gamoran       |
|      | B. "Teaser" Report on Educators' Survey   | Ellen Goldring     |
| IV.  | Update on Best Practices & Pilot Projects | J. Colman/B. Holtz |

Note:

MLM will pick up the topics of staffing and of the role of CIJE in funding in his opening remarks.



MEMO TO: Morton L. Mandel

DATE: June 2, 1993

FROM: Virginia F. Levi

SUBJECT: Agenda for August 26 CIJE Executive Committee and Board Meetings

-----

We have scheduled an Executive Committee meeting for the morning of Thursday, August 26 and a Board meeting for the afternoon. I have reserved rooms at UJA/Federation with the thought that the Executive Committee meeting might go from 10 to 11:30 and the Board meeting from noon to 3:30 or 4:00, including lunch.

SF, HLZ and I met recently to discuss these meetings. We listed the following desired outcomes:

1. Provide the Board with a sense of the momentum of CIJE. *I do?*
2. Demonstrate that the Communities are coming aboard.
3. Indicate that individual activities within the Lead Communities will have an impact well beyond the local communities.

Following are the items proposed for the Executive Committee:

- I. Introductory Remarks
- II. Update on staffing
- III. Approval of fiscal 1993-94 budget.
- IV. Discussion of CIJE as a fund raiser, not a funder, for the Lead Communities.
- V. Development report by AJN.

*E.g. Sunday  
Senior staff  
personnel  
Knowledge  
Leadership*

We propose the following from which to select for the Board meeting:

- I. Progress Report
- II. Centerpiece - Report on work in the Lead Communities (we suggest that Chuck Ratner present the report with careful preparation by CIJE staff.)  
Items to be covered would include:
  - A. The establishment of local coalitions
  - B. Work of field researchers in the Lead Communities
  - C. Progress of local commissions

We may wish to invite Milwaukee to respond to Chuck's report, as the community which has advanced farthest on the CIJE agenda.

### III. Monitoring, Evaluation and Feedback Report

- A. "Teaser" report on Educators Survey - Ellen Goldring
- B. Update on the overall project - Adam Gamoran

Esther Leah Ritz might introduce Ellen Goldring and Adam Gamoran to make the report on what has occurred to date and what is scheduled.

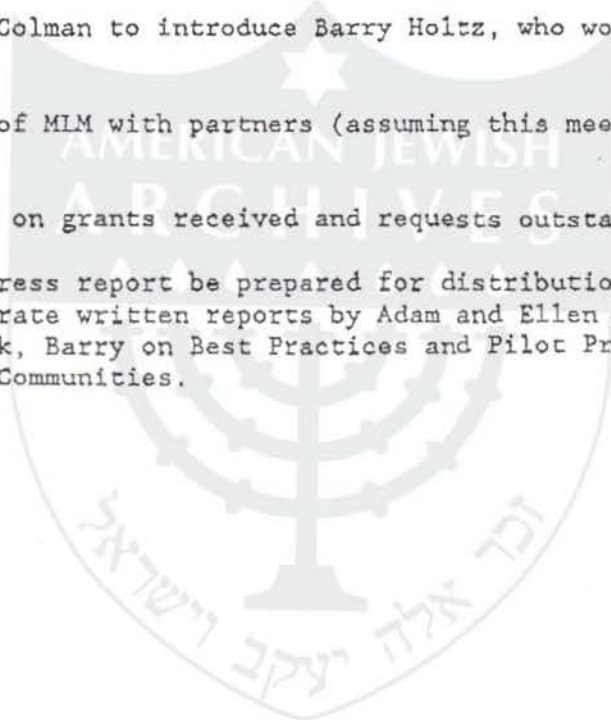
### IV. Update on Best Practices and Pilot Projects

We might ask John Colman to introduce Barry Holtz, who would make the report.

- V. Report on meeting of MLM with partners (assuming this meeting has taken place by then)

### VI. Development report on grants received and requests outstanding

We propose that a progress report be prepared for distribution in advance of the meeting to incorporate written reports by Adam and Ellen on Monitoring, Evaluation and Feedback, Barry on Best Practices and Pilot Projects, and Shulamith on the Lead Communities.



July 1, 1993

Ilene Vogelstein  
William Schatten  
Jane Gellman  
Louise Stein

Dear :

A meeting of the board of directors of the Council for Initiatives in Jewish Education is scheduled for Thursday, August 26, 1993 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York. The meeting will begin with luncheon at 12:00 noon and conclude by 4:00 p.m.

I am writing to invite you to attend that meeting. On the agenda will be a report by Charles Ratner of Cleveland, chair of the CIJE Lead Communities Committee, on the work of the Lead Communities. If you can come, would it be possible for you to respond briefly to Chuck's comments? An outline of Chuck's remarks will be provided to you in advance.

I do hope that you will be able join us. Please call me or Virginia Levi at (216) 391-8300 if it is possible for you to be with us.

Morton L. Mandel -- Chair

cc: Federation Exec



MEMO TO:

FROM: Henry L. Zucker

DATE: July 6, 1993

SUBJECT: Joint Lead Communities Working Session

COPY TO:

-----

The next joint meeting of CIJE and the Lead Communities is scheduled for Monday and Tuesday, August 23 and 24 in Baltimore. We will plan to begin promptly at 10:00 a.m. on Monday and conclude by 4:00 p.m. on Tuesday. We will review the decisions made at the May meeting and discuss how to move the project forward. Your recommendations for agenda items will be sought.

The meetings will be held at THE ASSOCIATED. The Baltimore staff is looking into hotel options and will let us know their recommendations shortly.

I hope that you will plan to attend the meeting. Please call Ginny Levi at (216) 391-1852 and let her know of your attendance plans.





Peabody College

VANDERBILT UNIVERSITY



NASHVILLE, TENNESSEE 37203

TELEPHONE (615) 322-7311

Department of Educational Leadership • Box 314 • Direct phone 322 8000

To: Annetto, Scymour, and Shmuel

From: Ellen and Adam

Date: July 7, 1993

RE: MEF Update

Post-It™ brand fax transmittal memo 7671

# of pages > 2

To: Annette Hochstein	From: Ellen Goldring
Co: Mandel Institute	Co: Vanderbilt
Dept.	Phone # 615 322-8000, 8037
Fax # 972-2-619-951	Fax # 615 343-7044

We have just completed a round of meetings in Madison with Julie and Roberta. We had very productive meetings and wanted to update you about the following:

1) We are drafting our plan for MEF for next year and will forward it to you this week.

2) We will proceed with searching for a replacement for Claire. We will forward a formal job announcement to you this week. We will communicate with personal contacts at Emory University and other universities in Georgia, and will be asking Ann to obtain permission for us to place an add in the Chronicle of Higher Education. When we have a suitable pool of candidates the MEF team will interview the candidates.

3) The report on the Professional Lives of Educators in Milwaukee (qualitative data) will be ready in about three weeks. We will give the report to you and Ruth Cohen simultaneously for comments. We will also give a copy to an ad hoc reviewer. You may want to share the report with Michael Inbar as well. The report from Atlanta will take a bit longer due to Claire's father's death.

4) The quantitative data from the Educator Survey in Milwaukee is being entered and analyzed. We will have the initial results in a few weeks.

5) Adam will contact Esther Leah Ritz and arrange a meeting with her in Milwaukee after the MEF plans have been clarified.

6) Adam will house the data from the Field Researchers (interview tapes, transcripts, etc) in the short term. As soon as CIJE has offices and a process has been established for research and dissemination, he will move the Field Researcher's data to CIJE.



7) We have one additional question: Our field researchers tell us that there should be some type of follow up in Atlanta about Claire's departure. CIJE needs to affirm that Claire's departure has no impact on our commitment to Atlanta. They suggest that a human presence needs to be in Atlanta to affirm this as well as indicate that Roberta and Julie will be carrying on Claire's work as part of the team until a replacement is found.

How can we best proceed with this? Is there going to be a CIJE person going to Atlanta soon? Is anyone going to Atlanta to meet with Janice, at JES? If so we would like to consult with this person to discuss how Janice can be informed about our project. Ellen could certainly call Lauren and Steve and discuss the status of our project, but we thought a visit would also be warranted.

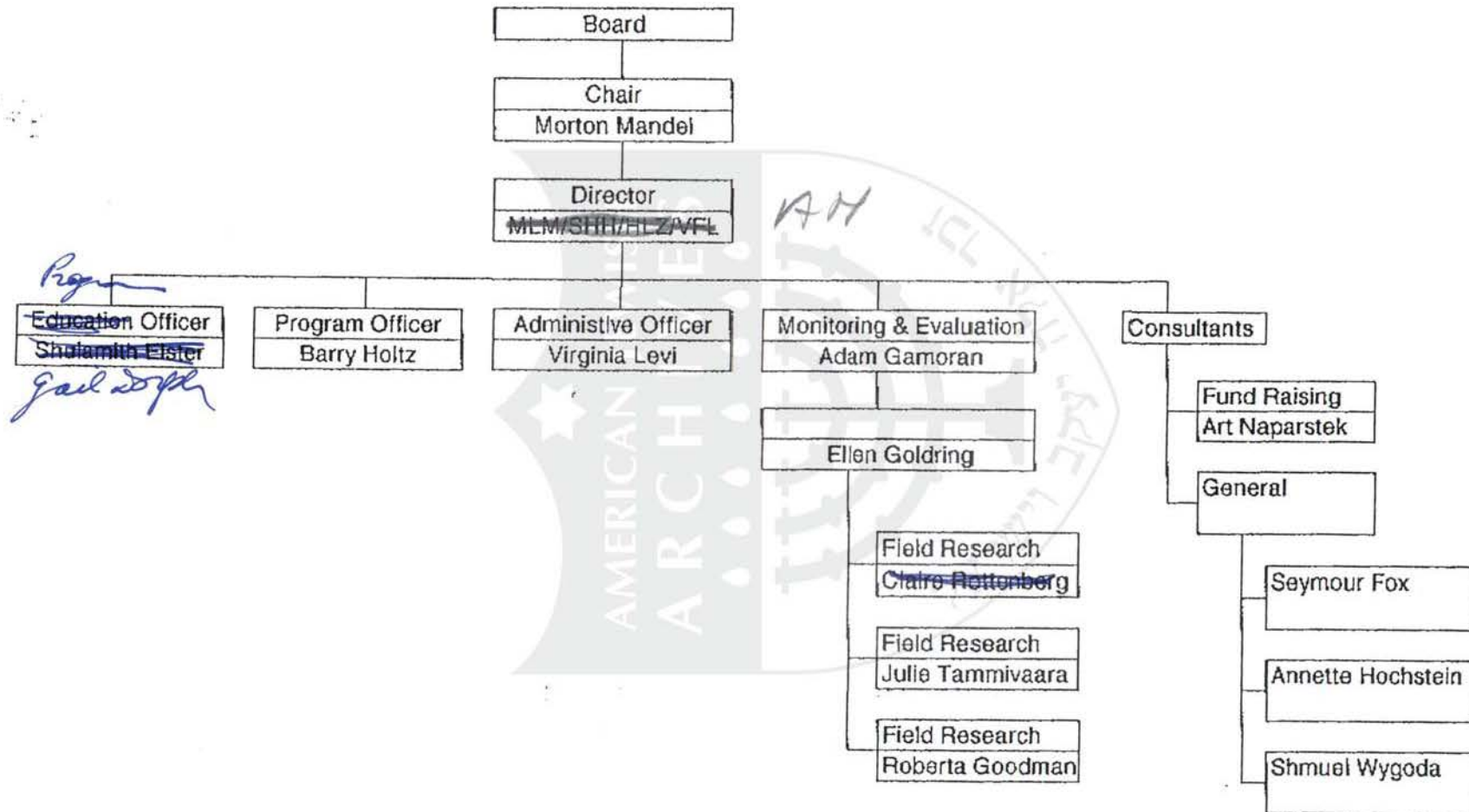
*Lauren*



# CIJE ORGANIZATION PLANNING

CURRENT ACTUAL  
at 4/15/93

*Duty 5-4 hours*



JUN 21 1993

MEMORANDUM

TO: CIJE  
FROM: Shulamith R. Elster  
DATE: June 9, 1993  
RE: American Advisory Council to the Joint Authority for  
Jewish/Zionist Education

-----

For the past two years, I have served on the AAC and on two of its sub-committees as a representative of the CIJE, Alvin Schiff chairs this group. Meetings take place twice a year at the Jewish Agency offices in New York.

I spoke with Alvin at the conclusion of today's meeting about my continued participation. He indicated that he would like for me to remain an active member. I will consider the invitation.

The CIJE should anticipate a request from Alvin that a member of the educational staff join the Advisory Council in time for the October meeting.





To: Annetto Hochstein and Seymour Fox  
From: Ellen Goldring  
Re: Request for Use of Educator Survey  
Date: June 28, 1993  
CC: Ginny Levi

In a recent conversation with Shulamith, she informed me that Mark Gurvis from Cleveland will be contacting me regarding using the Educator Survey in Cleveland. He asked Shulamith about data analysis, processing and other issues.

In addition, when Milwaukee was signing their contract regarding the data analysis, questions were raised about who "owned" the data, and who would have access to it for additional analyses, report writing, and information releases.

These questions bring to my attention an issue that CIJE may want to address regarding the use of the Educator Survey and other instruments that are developed. Do we want to have some type of process or procedure to monitor and approve the use of the questionnaires? Do we want some type of quality control over the usage and reporting of data, etc?

As CIJE begins to develop more instruments how do we want to promote the dissemination of the availability to other communities? Do we want to have some type of comparative research data base? Do we want to promote or suggest people to conduct analyses?

There are many questions to be discussed in this regard. In the short term, I would appreciate it if you would advise me as I respond to immediate requests from Mark and others.

I hope you are having a pleasant summer. I am off to Madison tomorrow and I am sure Adam and I will be in touch with a more detailed memo in response to my recent visit with you in Jerusalem within a week or so.

Warmest Regards!

Post-It™ brand fax transmittal memo 7671		# of pages	1
To	GINNY LEVI		
From	ELLEN GOLDRING		
Co.			
Dept.			
Fax #	216-391-5430	Fax #	615-343-7094



איחוד  
ליהדות  
מתקדמת  
באמריקה

# Union of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA

PATRON OF HEBREW UNION COLLEGE-JEWISH INSTITUTE OF RELIGION  
838 FIFTH AVENUE, NEW YORK, N.Y. 10021-7064 (212) 249-0100 CABLES: UNIONUAHC

March 2, 1993

Mr. Morton Mandel  
Premier Industrial Corporation  
4500 Euclid Avenue  
Cleveland, Ohio 44103

Dear Mort:

As the Lead Communities Project of the Council for Initiatives in Jewish Education takes shape, we want to share with you our hopes for the success of the project and our readiness to participate as the Reform Movement in the effort.

On February 3, 1993, the leaders of the arms of Reform Judaism gathered in New York to discuss the possibilities for engagement of the Reform Movement with our constituents in the three Lead Communities. The meeting was most productive, and we are moving ahead with first steps to implement such an engagement.

Because of our commitment to the success of the project, we write at this time to share our deep concerns.

At the recent C.I.J.E. Senior Policy Advisors meeting in New York, the virtual absence of congregational rabbis, educators and lay leaders in the governance structure of the Lead Communities was highlighted as a significant obstacle to genuine constructive change. Even as you have included the top leadership of the synagogue movements in planning and decision making on a national level, so we now urge that you direct similar involvement on a local level.

The potential for systemic change in these communities is, we believe, directly dependent on the investment of the deliverers of Jewish education in the process, professional leaders who are now in largest measure serving Reform, Conservative, Reconstructionist and Orthodox congregations and schools. Let us, therefore, involve them now, rather than expect them to embrace a system which they played no role in shaping.



Mr. Morton Mandel  
March 2, 1993  
Page No. 2

In all three of the Lead Communities, - governance structures have already been put into place which exclude these critical change agents. We wish to bring this important omission to your personal attention, knowing that you will see that it is rectified.

We look forward to joining you in your efforts to build a strong future for Jewish education, and thank you for the leadership which you have provided in advancing initiatives toward this goal.

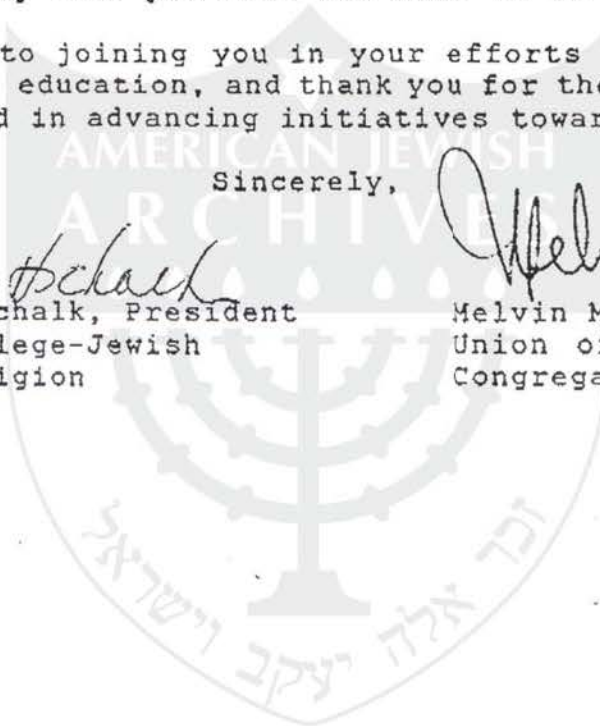
Sincerely,



Dr. Alfred Gottschalk, President  
Hebrew Union College-Jewish  
Institute of Religion



Melvin Merians, Chairman  
Union of American Hebrew  
Congregations





MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

April 7, 1993

Dear Mel and Fred:

I have had a chance to think about your very thoughtful letter of March 2, and there is a lot to what you say.

I am going to discuss your concerns with my colleagues, and will get back to you fairly soon.

I very much appreciate your calling this to my attention. It follows on some very useful discussions Mel and I had at the last CIJE Executive Committee meeting. I think we are on to something very big here, if we can learn how to coordinate and get the most out of our various knowledge centers.

Thanks again, and warmest personal regards.

Sincerely,

MORTON L. MANDEL

Mr. Melvin Merians, Chairman  
Union of American Hebrew Congregations  
and Dr. Alfred Gottschalk, President  
Hebrew Union College  
838 Fifth Avenue  
New York, NY 10021-7064

bcc: Virginia F. Levi✓

# AGENDA

## CIJE STEERING COMMITTEE

July 9, 1993

7:30 AM

Participants: Morton Mandel (Chair), Annette Hochstein, Steve Hoffman, Ann Klein,  
Virginia Levi, Henry Zucker

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	MLM
- Reschedule Aug. 4 to Aug. 12		
- Schedule future meetings		
II. Minutes and Assignments of June 17, 1993	2,3	VFL
III. Plans for Aug. 26 Executive Committee and Board Meetings	6a,6b	MLM
IV. Plans for Staff Seminar and Seminar with Lead Communities		ARH
V. Lead Communities Update		ARH
VI. Discuss SRE Memo re Representation on Advisory Council to Joint Authority for Jewish/Zionist Ed.	9	MLM
VII. Discuss Goldring memo re use of Educator Survey	9	SF/ARH
VIII. Review draft budget	5	MLM
IX. Status Reports		ARH
A. Best Practices		
B. Monitoring, Evaluation & Feedback		
X. Staffing		MLM

## AGENDA

## CIJE STEERING COMMITTEE

June 17, 1993  
7:30 AM

Participants: Morton Mandel (Chair), Seymour Fox, Annette Hochstein, Steve Hoffman, Ann Klein, Virginia Levi, Barry Reis, Henry Zucker

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	VFL
II. Minutes and Assignments of May 13, 1993	2,3	VFL
III. Plans for Aug. 26 CIJE Board Meeting	6b	MLM
IV. CIJE Board Membership		MLM
SHH memo re replacement of Gerald Cohen with Jay Davis and inclusion of 3 Lead Community execs and lay leaders at Board meetings	9	
V. Lead Communities Update		AH
VI. Proposed Staff Seminar and Seminar with Lead Communities		AH
VII. Update on CJF continuity commission		MLM/SHH



*Tell Marshall coming*

AGENDA

CIJE STEERING COMMITTEE

April 15, 1993  
7:30 AM

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

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	VFL
II. Minutes of March 18, 1993	2	VFL
III. Assignments	3	VFL <i>input</i>
IV. Lead Community Status Reports		AH <i>when we get to it</i>
V. Activation of Board Committees: level of authority		MLM
VI. Merians/Gottschalk letter re denominational involvement in Lead Community governance	9	MLM
VII. Organization Review	8	MLM
A. The need for a full time executive		
B. Possible termination of Ukeles agreement		
C. How to manage planning without Ukeles		
D. How to fill SE's position		
VIII. Communications		MLM
A. Consider need for, and timing		
B. Consider using JESNA to distribute CIJE publications		

AMERICAN ARCHIVE

*cut across my session Educators' survey Best Position Pilot's Commission Denominational*

# CIJE ORGANIZATION PLANNING

## CURRENT ACTUAL

at 4/15/93

*Duty 5-4 11006*

