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BOARD MEETING  
COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
FEBRUARY 25, 1993  
2:00 P.M. - 3:30 P.M.  
UJA/FEDERATION OF JEWISH PHILANTHROPIES  
NEW YORK CITY

Attendance

Board Members:: David Arrow, Daniel Bader, Mandell Berman, Charles Broffman, Gerald Cohen, John Colman, Neil Greenbaum, Mark Lainer, Seymour Martin Lipsitz, Morton Mandell, Matthew Maryles, Melvin Merians, Charles Ratner, Esther Leah Ritz, Richard Scheuer, Ismar Schorsch, Isadore Twersky

Consultants and staff: Shulamith Elster, Seymour Fox, Ellen Goldring, Roberta Goodman, Robert Hirt, Annette Hochstein, Stephen Hoffman, Barry Holtz, Virginia Levi, James Meier, Arthur Naparstek, Arthur Rotman, Barry Shrage, Jonathan Woocher, Shmuel Wygoda, Henry Zucker

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I. Opening Remarks

The chair welcomed board members to this meeting and introduced Daniel Bader of the Helen Bader Foundation, newly appointed board member, and Shmuel Wygoda, a member of the staff of the Mandel Institute, Jerusalem. He reviewed the materials in the meeting workbook, calling particular attention to updates on the best practices project and the monitoring, evaluation and feedback project.

The chair noted that CIJE has a very strong board representing a wealth of combined experience in Jewish communal endeavors and impressive ongoing interests as noted by the turnout at the annual meeting. He noted that the professional team is in formation. Dr. Shulamith Elster, Chief Education Officer, is devoting full time to CIJE as are the three field researchers, and Dr. Barry Holtz will come on board full time in June. The remainder of the staff is working on a part-time basis and we continue to seek the right person to take on the role of full-time executive director. He noted that the organization is establishing several board committees and intends to work through the committee process. The committees and their chairs are as follows: Best Practices, John Colman; Lead Communities, Charles Ratner; Monitoring, Evaluation and Feedback, Esther Leah Ritz. CIJE will shortly be sending board members a list and brief summaries of the committees and will invite them to indicate their preferences. The committees will be asked to write up their charge, share it with the full board for reaction, and then set priorities and work plans.

### II. Monitoring in the Lead Communities

The chair noted that the board would now have an opportunity to look closely at the monitoring, evaluation and feedback project of CJJE. The project is directed by Adam Gamoran, Professor of Sociology and Educational Policy Studies at the University of Wisconsin-Madison. The Associate Director is Dr. Ellen Goldring, Professor of Educational Leadership at Vanderbilt University. Dr. Goldring is filling in for for Dr. Gamoran this year while he serves as a Fulbright Scholar at the the University of Edinburgh. In addition, the project has hired three full-time field researchers, one working in each of the Lead Communities. Roberta Goodman, the field researcher for Milwaukee was present with Dr. Goldring for the presentation on monitoring, evaluation and feedback.

#### A. Rationale

As an innovative project, the work with Lead Communities must be studied to document its efforts and gauge its success. How will we know whether the Lead Communities have succeeded in creating better structures and processes for Jewish education? On what basis will CJJE encourage other communities to emulate the programs developed in the Lead Communities?

The objectives of the project are as follows:

1. Evaluate the success of the Lead Communities in creating improved structures and processes for Jewish education.
2. Gather information which can be used by other communities to emulate successful programs developed in the Lead Communities.
3. Document the processes, efforts, programs, and impact of the Lead Communities project.
4. Provide the Lead Communities with ongoing, timely information as planning and implementation proceed.
5. Provide an open exchange of experiences, ideas, information, and successes among the three communities.

Monitoring involves observation and documentation of planning and implementation. Evaluation provides for interpretation of information to strengthen and support each community's efforts. Feedback offers oral and written response to the communities and CJJE.

#### B. Content and Early Focus

In its initial stages, the project is studying the process of change and its product. The field researchers are looking at the extent of community mobilization--breadth and depth of participation. They are also studying the nature of the professional life of Jewish educators.

in the communities, i.e. the conditions under which they work. In addition, they are documenting the "structure and culture" of each community in order to study how a particular configuration might influence change. Finally, they are documenting the process to "strengthen the collective memory" in an effort to attribute long-range change to our work.

The goal during the first year is to monitor the process of becoming a Lead Community and to focus on the current state of affairs and the vision of change in each community. The project is focusing initially in four areas.

1. Introducing the field researchers to the communities--helping them to learn about the communities and establishing an effective relationship with the communities.
  2. Focusing the content on launching and gearing up the process.
  3. Emphasizing the CIJE goals of working with personnel and community mobilization.
  4. Helping each community to believe in the importance of evaluation.
- C. As a demonstration of the kind of interviews being undertaken in the communities, Dr. Goldring then conducted an interview with Ms. Goodman.

1. Who are the researchers and how are they working in Lead Communities?

The researchers bring a variety of perspectives. One is a sociologist, the second a secular classroom teacher, and the third a formal Jewish educator. They work as a team, consulting and checking regularly with each other.

2. What is the researcher's role?

The researchers serve as the mirrors of the communities. They let the communities know how their work is being perceived and provide them with an opportunity to confirm their approach or revise it.

3. What methodologies other than interviews are the researchers using?

They are reviewing records and reports provided by the communities on earlier work in the area of Jewish education. They attend planning meetings, conduct observations, and take detailed notes. They stay in close touch with all that is happening in the community in order to be familiar with the range of activities.

4. How was entry into the communities negotiated?

The researchers were introduced to the communities by Shulamith Elster. Following this initial introduction, local lay leaders and professional staff have helped pave the way. The researchers have discovered that when they are properly introduced in advance, the interviewing process goes very smoothly.

5. How are the communities responding to the idea of evaluation?

While people are somewhat uncomfortable with the idea of evaluation, the communities seem to respond generally favorably. In the case of Milwaukee, the fact of having been selected as a Lead Community provides some reassurance that they are generally on the right track. With this in mind, the researcher is relatively well accepted. The response of professional educators to the evaluation process is especially enthusiastic as they realize that someone is paying attention to them and that their opinions are valued.

C. Discussion

The presenters were asked whether there is any fear that active involvement in the process will change the product. It was noted that evaluation cannot be divorced from implementation, but that the emphasis is on process. The communities articulate the goals and the evaluators measure the outcomes. One step in the documentation process is to lay out biases from the start.

It was suggested that it is important that the researchers and the local community work together as allies. One outcome of this process should be to develop the sense within the communities that an ongoing evaluation component is critical to all serious projects undertaken by a community. It was suggested, in fact, that the process of establishing and implementing the Lead Communities project itself be monitored and evaluated.

It was suggested that the field researchers be invited to meet with the local commissions in their respective communities to explain their work. It was noted that the board committee on monitoring, evaluation and feedback might be helpful in encouraging support of the project among local lay leaders.

The process we are undertaking to model evaluation, evaluate, and show how evaluation can impact the process is a complicated but very important one.

III. Concluding Comments

The meeting concluded with a thoughtful D'var Torah delivered by Neil Greenbaum, president of JESNA.

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**Council for Initiatives  
in  
Jewish Education**

Date sent: ~~6/14~~\* Time sent: 7:30- No. of Pages (incl. cover): 1/8  
To: Annette Brodstein, Seymour Fox, FROM: Ginny Levi  
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Comments:

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MINUTES:- CIJE Staff Teleconference

DATE OF MEETING: June 16, 1993

DATE MINUTES ISSUED: June 17, 1993

PRESENT: Shulamith Elster,, Seymour Fox,, Stephen Hoffman,, Barry Holtz,, Virginia Levi,, ((Sec'y)), Shmuel Wygoda,, Henry L. Zucker

COPY TO: Morton L. Mandel,, Annette Hochstein

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I. The minutes and assignments of June 8 were reviewed..

assignment It was reported that the Jim Joseph Foundation has requested a needs assessment regarding the leadership picture of the Lead Communities. SE is working on this and expects to complete it by June 25. In the meantime, Art Naparstek is working to clarify what the foundation means by the request for partners in the funding.

assignment It was agreed that SE will brief Rabbi David Teutsch, new president of RRC, following his receipt of an invitation to join the CIJE board.

Camper calls are to be undertaken as soon as possible after receipt of the outline which SE is preparing and the draft agenda which is still being developed.

HLZ questioned the players and purpose of the proposed meeting of MLM with a "small group" at the Quarterly. He will discuss this with MLM, proposing that this might be the best time to arrange a meeting of the presidents and execs of our partners.

II. Status Reports on Communities

A. Atlanta

1. SHH spoke with David Sarnat and believes that the political issues surrounding the hiring of a rabbi for the JCC are being resolved.
2. SF will be talking with David Blumenthal this summer and hopes to meet with the Emory University staff when he is in the States in August.
3. Claire Rottenberg is leaving her position as field researcher to return to teaching. Adam and Ellen are at work in search of her replacement.

4, With respect to the staffing issue, Atlanta believes that the problem has been solved for the short term by assigning Lauren Azoulai to the project. They will reopen the search for a full-time director of the project sometime during the next year. BH will follow up with Alan Hoffman regarding the availability of senior educators for such a position and will follow through with Atlanta.

5. SHH was encouraged to stay in touch with David Sarnat to help push the process forward in Atlanta. He will advise Sarnat to encourage Lauren Azoulai to prepare a list of questions and her sense of next steps in Atlanta for discussion at a meeting scheduled to take place in Israel in early July.

B. Baltimore

While no specifics regarding Baltimore were discussed, it was noted that CIJE needs a game plan for how to proceed with both Baltimore and Atlanta. This should be a focus of the July staff seminar.

Note: While not discussed on the telecom, VFL has learned that Chaim Botwinick is to be CIJE's primary contact and Marshall Levin will have relatively little to do with CIJE, although he will be deeply involved in the internal Lead Communities project. Nancy Kutler will be working with Chaim, but the travel budget will permit only Chaim to attend joint meetings.

C. Milwaukee

1. It was suggested that Daniel Pekarsky's memorandum regarding the meeting which he and SF had in Milwaukee in May placed too great an emphasis on the "conflict" between the enabling options and programmatic interests. We should be careful that CIJE does not interfere with major programmatic directions of a community. On the other hand, it appears that we were not sufficiently clear early in the process and Milwaukee searched for a programmatic focus for the Lead Communities project in response to the Planning Guide.

It appears that we and Milwaukee are more clear on this now than may have been evident in the memo. At the same time, it was noted that Ruth Cohen is not a planner and that CIJE should work closely with her in this area.

2. It was suggested that what is probably missing in all three Lead Communities is a strategic vision for how to improve Jewish education. Jon Woocher was scheduled to work with Milwaukee on "visioning" later on June 16. This will help with the mind set, but CIJE needs to have a clear sense of direction so that it can be effectively communicated in each of the communities. It was noted that it is critical for the staff who will be interacting



with the three communities to be in synch on a strategic vision or overall plan and the steps necessary to move forward.

- 3, The principal survey has been drafted and is currently being reviewed in Israel. It should be ready for final revision within a week.

D. Next joint seminar

VFL is in the process of checking dates with the three communities for a meeting in August. The proposed dates are Monday and Tuesday, August 23 and 24 with a probable staff meeting the preceding day. [An alternative being floated by the communities would be August 30 and 31 with a staff meeting on the 29th.]

III. August 26 Board Meeting

- A. It was suggested that we propose to invite the execs and lay leaders from each of the three Lead Communities to the board meeting.
- B. If the communities are all represented at the meeting, we may wish to include on the agenda an opportunity for them to comment on Chuck Ratner's report on the Lead Communities.
- C. With respect to Mark Lainer's comments to SE, it was suggested that we need a way to get board members to feel more involved. It might be useful to include in the August 26 agenda one or more issues which require board decisions.

IV. Summer Staff Seminar

The current plan is for a seminar in Jerusalem the week of July 18. At that time, the following items would be among those on the agenda:

- A. establishment of a Best Practices time table and plans for pilot projects
- B. development of a clear game plan for each of the three communities
- C. discussion of an organizing vision

- V. The next telecon is scheduled for Wednesday, June 30 at 9:00 a.m. SSMH will be with SF, AH and SW in Israel.

MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: JUNE 17, 1993

DATE MINUTES ISSUED: JUNE 18, 1993

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

COPY TO: Barry Reis

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I. The minutes of May 13 were reviewed.

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

II. Plans for August 26, CIJE Board Meeting

A. Executive Committee

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

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

## B. Progress Report

1. HLM 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

signment 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.

signment B. It was suggested that Lender be invited to serve on the CIJE board. VFL and RLZ 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.

signment 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.

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.



June 29, 1993.

Fax Memorandum

To: Seymour Fox  
Annette Hochstein  
Steve Hoffman

From: Shulamit Eshel

Lupe

June 29, 1993.

Tuesday evening.

Dear Seymour, Annette and Steve,

I just finished putting together the materials for tomorrow's Alexon <sup>and</sup> <sup>h</sup>, as you have seen the cards - and the general - the agenda is very full and forward-thinking! The work of the CLEET / American Revolution, as it should be, and important to Jewish American and World Jewish.

Thank you for the opportunity to be a part of the CLEET. It has been a wonderful learning experience as my perspective on Jewish communal life has broadened and I've learned a great deal about myself, as well. Please thank our dear friends for their success, mainly on the total level in the

communities. We've helped them to  
expand their ~~base~~ <sup>base</sup> of the ~~past~~ <sup>present</sup>, and  
clearly they ~~know~~ <sup>know</sup> ~~and~~ <sup>and</sup> their own  
expectations of themselves.

I spoke with Mr. Zucker and  
Mort Ai Glumetz last week and  
thanked them both for the past few  
years. They have been important ~~parts~~ <sup>parts</sup> of  
my life and I've ~~learned~~ <sup>learned</sup> ~~the~~ <sup>the</sup> very  
much.

I don't expect and guidance —  
and initial enthusiasm that led to  
my leaving ~~the~~ <sup>the</sup> ~~CTE~~ <sup>CTE</sup> — were  
significant factors in whatever  
successes I may have had.

Onward and upward!  
Comradely —  
D. D.

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 30, 1993

DATE MINUTES ISSUED: August 1, 1993

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Barry Holtz, Virginia Lewis, (Sec'y)  
Shmuel Wygoma, Henry L. Zucker

COPY: Morton L. Mandel

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I. The minutes and assignments of June 16 were reviewed.

- A. SE is completing the needs assessment requested by the Jim Joseph Foundation and will send a copy to Israel.
- Assignment B. SF is scheduled to talk with David Blumenthal of Emory University in Switzerland in mid-July.
- Assignment C. BH will take over SE's stampen assignments, including David Jacobs, David Deutsch in place of Arthur Green. It was suggested that Gail Dorph be asked to take Billie Gold.
- D. SF has drafted a letter outlining the Blaustein grant and has sent it to David Hirschhorn for comment. It is anticipated that this will be resolved in time to announce the grant at the August board meeting.
- E. The position description for Barry Holtz will be completed by the conclusion of the staff seminar in August.
- F. HLZ was encouraged to follow up with MLM to suggest a phone call to Gershon Kekst as soon as possible. Mr. Kekst is scheduled to meet with SF in Israel in early July. It was felt that it would be helpful if MLM would speak with him prior to that meeting.
- Assignment G. It was suggested that it is important for us to maintain a good relationship with the Jesselson family and to keep that family represented on the CIJE board. HLZ will follow up with MLM and encourage him to invite someone from the Jesselson family to the August meeting. It was suggested that this is a high priority item.
- Assignment H. BH will discuss with SF the advisability of involving each of the movements in the day school Best Practices project.

- I. It was suggested that development of a schedule for keeping board members informed and communicating more broadly about the centrality of personnel and community mobilization are issues for the August staff meeting.

## II. August 26 Board Meeting

### A. Contacts with Campers

Assignment

A draft outline for camper calls had been distributed and was discussed briefly. It was agreed that Israel will review the outline and related talking points and suggest revisions to VFL by 7/6/93.

Assuming Marvin Lender agrees to join the board, SHN will be his counselor.

### B. Lead Communities Presentation

Assignment

It was suggested that VFL draft a letter from MLM to the lay chair of each Lead Community, inviting them to the August 26 meeting, asking them to be prepared to share brief remarks, and promising to be in touch regarding specifics closer to the time of the meeting.

### C. Materials to be mailed in advance

Assignment

1. UH will prepare a progress report with Basic Practices.

Assignment

2. SW will ask Adam Gamoran to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.

Assignment

3. VFL and SW will draft a progress report which will emphasize advances which have been made since January with the Lead Communities and staffing changes. Reference will be made to the educators' survey.

4. It was noted that a paper on Best Practices in early childhood may be ready for distribution at the meeting, but is unlikely to be ready in time to mail in advance.

5. It was suggested that the educators' survey questionnaire be made available at the meeting.

## III. Other upcoming meetings

### A. Staff seminar

Assignment

It was agreed that a meeting of the staff will be held in New York on August 19 and 20. HLZ will talk with MLM about the advisability of negotiating with JCCA for office space in New York. Depending on the



outcome of that discussion, we will work toward holding the meeting either at JCCA or at the American Friends of Hebrew University..

#### B. Lead Communities seminar

1. A joint seminar of the Lead Communities is scheduled to take place in Baltimore on August 23 - 24. The Federation exec of each community will be invited to attend and, in the case of Atlanta and Baltimore, will be notified that the lay heads of the CIJE project of Milwaukee will be there and that they are invited to include their lay leaders, as well. In addition, invitations will be sent to Lauren Azoulay in Atlanta, Chaim Botwinick, Nancy Kutler, and Marshall Levin in Baltimore, and Ruth Cohen and Howard Neistein in Milwaukee. SHH will follow up with Neistein and encourage his attendance..

Assignment

Assignment

The starting time of the seminar may depend on when people can reach Baltimore. VFL will check travel options and make a recommendation.

Assignment

Planning for the seminar will take place during the staff meetings during the preceding week.

2. The agenda of the meeting will be prepared by Israel, based on a simulation which will be conducted during July. The Israeli team will consult with the Lead Communities, but it was felt that it is unnecessary to include any Lead Community representatives in the simulation.

It was noted that the agenda should provide concrete links to the previous meeting, focusing on decisions made at that meeting and progress toward their implementation.

#### B. Scheduling future meetings

The next joint meeting of Lead Communities is scheduled to occur in conjunction with the GA in Montreal in November. VFL will call Joan Strauss at CJF to inquire about the schedule of meetings for planners. It is anticipated that the Lead Communities seminar might take place on the Tuesday and Wednesday of the GA.

Assignment

#### IV. Status of Senior Advisors

SHH reported that in conversations held in Israel, it was clear that the senior advisors should play an important role for CIJE as we move ahead. It was agreed that we should make better use of this group and keep them better informed. This will be an important topic for the staff seminar in August.

V. Status reports on Lead Communities

A.. Atlanta

Lauren Azoulai will meet with the Israeli team on July 8.

Assignment

It was reported that Claire Rottenberg's father recently passed away.. HLZ will prepare a condolence letter from CIJE.

B. Baltimore

The Israeli team and SHH met with Darrell Friedman in Jerusalem. The conclusion was that Friedman will take a greater role in the project and is serious about seeing that it moves forward.. Chaim Botwinick is to be in charge and the lay leader is now in place.

Assignment

A telecon is to be scheduled for the Israeli team with the Baltimore staff to discuss next steps in moving the project forward.. SW will provide the details to VFL who will make the arrangements..

C. Milwaukee

There was a meeting of the Milwaukee commission on June 16, attended by SE and Daniel Pekarsky. Jonathan Woocher lead a session on "visioning." It was noted that the activity was interesting, but did not meet the expectations of either the community or our staff. Pekarsky will submit a more detailed written report.

VI. The next telecon is scheduled for Wednesday, July 14 at 9:00 a.m. SHH will be in Philadelphia and will try to arrange his schedule so that he can participate.

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent: **7/14** Time sent: **2:45** No. of Pages (incl. cover): **13**

To: **Annette Hochstein, Seymour Fox** From: **GARRY LEVI**  
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MINUTES: CIJE STEERING COMMITTEE

DATE OF MEETING: July 9, 1993

DATE MINUTES ISSUED: July 13, 1993

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

COPY: Seymour Fox, Barry Reis

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I. Master Schedule Control

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

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

A. It was concluded that there is no need to prepare a formal organization chart at this time.

signment  
signment B.B. ARRW will notify VFL as soon as it is able to do so "go public" about the appointment of Allan Hoffmann. At that point, VFL will arrange a joint telecon of the Executive and Search committees to review staffing issues and to provide a quick update on the work of the Lead Communities, checking dates first with Charles Bronfman, Corky Goodman, Mel Merians and Lester Pollack. VFL will prepare biographical summaries of Alan Hoffmann, Gail Dorph, Barry Holtz, Adam Gamoran and Ellen Goldring. In consultation with SHH, VFL will prepare a talk piece on the Lead Communities.

signment C VFL will ask David Ramat to follow up with Jay Davis about the invitation to serve on the CIJE board.

D. Shmuel Wygoda has a meeting scheduled with Joshua Fishman of Torah Umesorah in August to discuss their grant proposal.

III. August 26 Meeting Plans

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

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

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

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

V. Use of Educators' Survey

signment

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

VI. CIJE Budget

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

VII. Operations

A. New York office space

signment

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

signment

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

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

signment

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



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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent: 7/12 Time sent: No. of Pages (incl. cover): 9

To: Seymour Fox, ANNETTE HEARSTEN From: GINNY LEVI

Organization:

Phone Number:

Phone Number:

Fax Number: 619 951

Fax Number: 212-391-5430

Comments:

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

MEMO TO: Seymour Fox  
FROM: Virginia F. Levi  
DATE: July 9, 1993  
SUBJECT: Camper Contacts



-----  
As you know, the next CIJE board meeting is scheduled for Thursday, August 26  
12:00 noon to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies, 130  
East 59th Street, New York.

We ask that you arrange to speak with each of your assigned campers prior to that meeting and that you submit a brief written report to me, for distribution to the staff team, following each conversation. As in the past, the report should highlight any concerns raised as well as any information which would be helpful as we finalize the agenda for the meeting.

Attached is an outline for your use in making those calls, as well as talking points which you may find helpful. These materials are not intended for distribution, but are for your use only. A written progress report will be sent to board members prior to the board meeting.

A list of your campers appears below:

1. Alfred Gottschalk
2. David Hirschhorn
3. S. Martin Lipset
4. Florence Melton
5. Isadore Twersky

7/8/93

## Outline for Camper Notes for August 1993 Board Meeting

### I. CUE Organization and Staffing

#### A. Executive Director

#### B. Program Staff

1. Barry Holtz - f/t on leave from JTSA
2. New Staff

### II. Lead Communities - Update

(refer to Talking Points 6/8/93)

#### A. Atlanta - Commission to meet in August

Bill Schatten as Chair

Lauren Azoulai - Senior Planner as staff in addition to her other responsibilities

Educators (teachers and principals) survey scheduled for fall

#### B. Baltimore - Official launch in September

Ilene Vogelstein and Genine Fidler as Co-chairs

Chaim Botwinick and Nancy Kutler will staff the commission

Educators (teachers and principals) survey scheduled for fall

#### C. Milwaukee ■ Launched

Full-time Project Director, Dr. Ruth Cohen - position funded by Helen Bader Foundation

Commission and Steering Committee appointed and have been meeting

Louise Stein and Jane Gellman - active Co-chairs

Educators (teachers and principals) survey - completed

June 22, 1993

## Talking Points on the Lead Communities Project 6/93

### 1. The project and CIJE - Why?

The CIJE sees itself as a catalyst, working with existing national and local organizations to develop comprehensive and experimental initiatives to achieve major improvements in Jewish education in North America.

The CIJE's strategy is to begin with Lead Communities as local laboratories for major improvements and then to encourage their use in other communities.

### 2. What will be the role of the Lead Communities?

The expectation is that Atlanta, Baltimore and Milwaukee, the three lead communities, will demonstrate what can happen when:

- the importance of Jewish education is recognized by the community and its leadership;
- there is an infusion of outstanding personnel; and
- the necessary resources of all kinds are secured to meet additional needs.

The purpose, in short, is to "demonstrate what Jewish education at its best CAN achieve."

Lead Communities will function as local laboratories for Jewish education - as an entire community engaged in a major development and improvement program.

Lead Communities will demonstrate how:

- to mobilize community support to create more understanding, knowledge and support for Jewish education in the community-at-large.
- to build and enhance the quality of life for educators and professionals in Jewish education.
- to develop a research capability that will provide the knowledge needed to make informed decisions and guide development.
- to establish a local commission (wall-to-wall coalition) to be the catalyst for local change.

3. What do we hope will happen in the community?

- Leadership will develop and articulate a vision of where the community wants to be, what it wants to achieve.
- Individual institutions or groups of institutions (e.g. Conservative synagogues, educators, rabbis, lay leaders and parents) will articulate specific educational goals.
- These activities will create much debate and ferment in the community, will focus the work of the communities, and will demand that communities face complex dilemmas and choices.
- The Institutions of Higher Jewish Learning, the denominations, and the national organizations will join in this effort.

4. Enabling Options - the Key Elements

"Personnel" and "community mobilization" were identified by the Commission as "enabling options," which undergird the implementation of any, or all, other educational programs. Communities are encouraged to look at local educational problems from these perspectives. CIJE will help to mobilize the denominations in the Lead Communities to help deal with these issues at the appropriate time.

5. The three Lead Communities-Background

Atlanta

Atlanta has a growing Jewish population. Atlanta's early '80s demographic study of the local Jewish community was followed by the development of a strategic plan. Included were recommendations to reorganize the services of the Bureau of Jewish Education, and reassign functional responsibility to other appropriate agencies. A Commission of Jewish Continuity has been established as a Jewish Education Fund.

Baltimore

Baltimore has a stable Jewish population of 92,000. A two-year planning initiative concluded in 1990 with a series of recommendations including the need to increase funding for Jewish education (since then it has increased from 25% to 33%) to establish a commission to look at the local Jewish education system. Outcomes include a strategic plan for Jewish education and the establishment of a Fund for Jewish Education which is currently undertaking a \$10 million campaign.



## Milwaukee

With a population of 28,000, Milwaukee has four day schools in addition to an array of camps and pre-school opportunities. Community strengths include the centrality of the federation, the availability of scholarships for day schools and a common cost for each day school, and coordination of teen programming. The cost of Jewish education is a central issue in a community where average incomes are relatively low. The community must also contend with a shortage of trained personnel and a 15% decline in campaign income over the last three years. A Jewish Education Task Force was established in July 1991 and developed a plan for refocusing the Central Agency for Jewish Education. For many years Milwaukee has taken the lead in putting Jewish education high on its communal agenda and funding it accordingly.

## 6. Community Updates: What is happening

### Milwaukee

- a. The Commission on Vision and Continuity has been established under the chairmanship of Louise Stein and Jane Gellman
- b. Steering Committee - meets every six weeks
- c. Task Forces have been established in the following areas:
  1. Personnel - on a two year timeline
  2. Strategic planning - working on a five year plan including visioning and goals project.
- d. Educators' Survey was administered in June '93, data analysis Summer '93
  - Market analysis            ]]
  - Needs analysis           ]] -- Fall '93'
  - following plan outline   ]]
- e. Fund Development - beginning November '93
- f. Full-time Project Director, Dr. Ruth Cohen funded by grant from The Helen Bader Foundation (Daniel Bader - new member of the CJE Board)

### Baltimore

- a. The Center for Advancement of Jewish Education has just been formed (CAJE).. It will be headed by Dr. Chaim Botwinick.
- b. CAJE will establish a CIJE committee - July 1, 1993. Eileen Vogelestein will be one of the two Co-chairs.
- c. Strategic planning by CIJE committee - July to August '93.
- d. Convene rabbinic and senior educator leadership - August '93.
- e. Launch CIJE Committee - September '93.
- f. Conduct Educators' Survey - September to October '93.
- g. Monthly meetings of CIJE Committee - October '93 to June '95.
- h. Finance resource development.

### Atlanta

- a. Council on Jewish Continuity - has met twice and continues to meet every two months (August 93 next meeting).. It is chaired by Dr. William Shattem.
- b. New director of Jewish Educational Services to begin July 15, 1993. (Janice Alper)
- c. Educators' Survey - to be administered in September '93.
- d. Task Force on Israel Experience - to be formed in August/September '93.
- e. Task Force on Teacher Training - to be established Fall '93.
- f. JCC Judaic content study to be undertaken.
- g. Market study on formation of second Jewish high school - Spring '93.
- h. Resource development - ongoing

### 7. The Goals Project and Vision

The communities are working toward developing visions for Jewish education to serve as the basis of mission statements. The basic question is what a Lead Community should look like in the twenty-first century. The denominations and their training institutions are working with CIJE to help clarify objectives for use by local denominational groups.

MEMO TO: Gail Dorph, Seymour Fox, Annette Hochstein, Stephen Hoffman, Barry  
Holtz, Morton L. Mandel, Art Naparstek, Shmuel Wygoda, Henry L.  
Zucker

FROM: Virginia F. Levi *VF*

DATE: July 14, 1993

-----  
Attached for your information is an article which appeared recently in the  
Wisconsin Jewish Chronicle about the Milwaukee project.. A copy will be placed  
in the Milwaukee file.

# Lead cities goal-setting begins

By Mardee Gruen

The Milwaukee Jewish community's Lead Cities Project is beginning to get the lead out.

The education project has received a \$30,000 start-up grant from the national Council for Initiatives in Jewish Education, it was announced at a meeting last week convened by the local Commission on Visions and Initiatives in Jewish Education.

Last fall, CUE selected the Milwaukee, Atlanta and Baltimore Jewish communities as lead cities to develop community-wide Jewish education programs as a model for communities around the country.

Last week, at the commission's second meeting, Jonathan Woocher of Jewish Education Services for North America helped commission members begin the project's goal-setting.

Additionally, a group of professionals and lay leaders representing synagogues and other organizations has held several discussions on developing community resources to enhance

family programming.

"We're at the point in the process where it's time to create a plan," explained project co-chair Jane Gellman.

"We're working on a long-range program with emphasis on the first year.

"CUE has committed itself to Milwaukee with the grant, which we'll use for research. It will not be used for new programming or for anything the general community will be able to see."

A five-year plan will be developed by a Strategic Planning Task Force established by the commission, according to Dr. Ruth Cohen, local project coordinator under auspices of the Milwaukee Jewish Federation.

The commission is planning a day-long retreat in August to "continue its 'visioning' pro-



Jane Gellman  
"Working on a long-range program."

cess and identify critical needs in the community which will guide the planning for the overall project," Cohen added.

Working as a consultant with the Milwaukee project will be Daniel Peckarsky, a CUE senior policy consultant. He will return to the Department of Educational Policies at the University of Wisconsin-Madison following a two-year leave to work with the Cleveland Fellows, a Jewish educational program.

For its part, CUE is preparing a list of national consultants to provide expertise "that wouldn't otherwise be available to us," Gellman added.

CUE also is compiling a survey to profile Jewish educators nationally. Phase one of the survey will include all Milwaukee Jewish day school, supplementary school and preschool teachers. Phase two will encompass administrators, adult education and informal education staff.

"Data collected will be used in making recommendations for improving the professional life of Milwaukee's Jewish educators," Cohen said.

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent: 7/21 Time sent: 8:05 No. of Pages (incl. cover): 1/5\*

To: Annette Hochstein, Seymour Fox  
Shmuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

(216) 391-1852

Fax Number:

Fax Number:

0119722 619 951

(216) 391-5430

Comments:

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

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: June 30, 1993

DATE MINUTES ISSUED: July 1, 1993

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,  
Stephen Hoffman, Barry Holtz, Virginia Lewi, (Sec'y)  
Shmuel Wygoda, Henry L. Zucker

COPY: Morton L. Mandel

-----

I. The minutes and assignments of June 16 were reviewed.

A. SE is completing the needs assessment requested by the Jim Joseph Foundation and will send a copy to Israel.

Assignment B. SF is scheduled to talk with David Blumenthal of Emory University in Switzerland in mid-July.

Assignment C. BH will take over SE's camper assignments, including David Tautsch in place of Arthur Green. It was suggested that Gail Dorph be asked to take Billie Gold.

D. SF has drafted a letter outlining the Blaustein grant and has sent it to David Hirschhorn for comment. It is anticipated that this will be resolved in time to announce the grant at the August board meeting.

E. The position description for Barry Holtz will be completed by the conclusion of the staff seminar in August.

F. HLZ was encouraged to follow up with MLM to suggest a phone call to Gershon Kekst as soon as possible. Mr. Kekst is scheduled to meet with SF in Israel in early July. It was felt that it would be helpful if MLM would speak with him prior to that meeting.

Assignment G. It was suggested that it is important for us to maintain a good relationship with the Jesselson family and to keep that family represented on the CIJE board. HLZ will follow up with MLM and encourage him to invite someone from the Jesselson family to the August meeting. It was suggested that this is a high priority item.

Assignment H. BH will discuss with SF the advisability of involving each of the movements in the day school Best Practices project.



It was suggested that development of a schedule for keeping board members informed and communicating more broadly about the centrality of personnel and community mobilization are issues for the August staff meeting.

ace

#### August 26 Board Meeting

##### Contacts with Campers

A draft outline for camper calls had been distributed and was discussed briefly. It was agreed that Israel will review the outline and related talking points and suggest revisions to VFL by 7/6/93.

hill

ard

Assuming Marvin Lender agrees to join the board, SHH will be his counselor.

##### Lead Communities Presentation

It was suggested that VFL draft a letter from MLM to the lay chair of each Lead Community, inviting them to the August 26 meeting, asking them to be prepared to share brief remarks, and promising to be in touch regarding specifics closer to the time of the meeting.

mgs

##### Materials to be mailed in advance

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1. BH will prepare a progress report on Best Practices..
2. SW will ask Adam Gamoran to prepare a report on progress and plans for the second year of the Monitoring, Evaluation & Feedback project.
3. VFL and SW will draft a progress report which will emphasize advances which have been made since January with the Lead Communities and staffing changes. Reference will be made to the educators' survey.
4. It was noted that a paper on Best Practices in early childhood may be ready for distribution at the meeting, but is unlikely to be ready in time to mail in advance.
5. It was suggested that the educators' survey questionnaire be made available at the meeting.

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##### Other upcoming meetings

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##### Staff seminar

It was agreed that a meeting of the staff will be held in New York on August 19 and 20. MLZ will talk with MLM about the advisability of negotiating with JCCA for office space in New York. Depending on the

V. Status reports on Lead Communities

A. Atlanta

Lauren Azoulai will meet with the Israeli team on July 8.

Assignment

It was reported that Claire Rottenberg's father recently passed away. HLZ will prepare a condolence letter from CIJE.

B. Baltimore

The Israeli team and SHH met with Darrell Friedman in Jerusalem. The conclusion was that Friedman will take a greater role in the project and is serious about seeing that it moves forward. Chaim Botwinick is to be in charge and the lay leader is now in place.

Assignment

A telecon is to be scheduled for the Israeli team with the Baltimore staff to discuss next steps in moving the project forward. SW will provide the details to VFL who will make the arrangements.

C. Milwaukee

There was a meeting of the Milwaukee commission on June 16, attended by SE and Daniel Pekarsky. Jonathan Woocher lead a session on "visioning." It was noted that the activity was interesting, but did not meet the expectations of either the community or our staff. Pekarsky will submit a more detailed written report.

VI. The next telecon is scheduled for Wednesday, July 14 at 9:00 a.m. SHH will be in Philadelphia and will try to arrange his schedule so that he can participate.

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**Council for Initiatives  
in  
Jewish Education**

Date sent:

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No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox,  
Shmuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Seymour + Annette -

The attached agenda is still a draft.  
I haven't yet gotten it back from  
MLM.

~~YAC, JHEDQ, A, W, K, J, Q~~ the pieces listed  
in the "Tab" column. I ~~will~~ <sup>will</sup> have the 9/26 agenda draft  
available.

I'll send you a revision if I receive  
one, but it seems unlikely that I will.

Thank to you ~~for~~ <sup>for</sup> this.\*

*Ginny*

If there are any problems receiving  
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216-391-1852

DRAFT 6/14/93

AGENDA

CIJE STEERING COMMITTEE

June 17, 1993

7:30 AM

Participants: Morton Mandel ((Chair)), Seymour Fox, Annette Hochstetlin, 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	6 b	MLM
IV. Personnel Issues		MLM
A. CIJE Core Staff		
1. Developments on Director Search		
2. Status of Gail Dorph candidacy		
B. CIJE Board		
1. SHH memo re replacement of Gerald Cohen With Jay Davis and inclusion of 3 Lead Community execs and lay leaders at Board meetings	9	
2. Replacement of partners' presidents as they rotate out of positions (e.g. Neil Greenbaum)		
V. Lead Communities Update		AH
VI. Proposed Staff Seminar and Seminar with Lead Communities		AH
VII. Update on CJF continuity commission		SHH

VIII. ~~Communications~~

VFL

Determine publics and next step for each

IX. Review Raw Material List and Prioritize

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**Council for Initiatives  
in  
Jewish Education**

Date sent: 6/16 Time sent: 4:58 No. of Pages (incl. cover): 3  
To: Annette Hochstein, Seymour Fox, Shmuel Wygoda  
From: Ginny Levi  
Phone Number: Phone Number:  
Fax Number: 0119722 619 951 Fax Number: (216) 391-5430

Comments:

SF + AH -

I finally got to see M.L.M. Here's a revised agenda and a retyped 8/26 agenda. Ignore what I sent earlier.

I assume you'll be at AH's office. Please - ~~check~~ ~~sure~~ a fax if this is incorrect. Talk to you tomorrow.  
Ginny

B.G. How about holding the C seminar on Aug. 30-31? We could plan for the 29th. Esther's date is OK for Chana + Nancy, but Nancy can only attend if it's in Balt. No word yet from Mike. They're still trying to get it.

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

i/16  
v/16



## 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
IX. 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		AHH
VI. Proposed Staff Seminar and Seminar with Lead Communities		AM
VII. Update on CJE continuity commission		MLM/SHH

## CIJE BOARD MEETING

### AGENDA

August 26, 1993

#### Executive Committee

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

#### CIJE Board Meeting

- |      |   |                    |
|------|---|--------------------|
| I.   | Progress Report                      Report | MLM                |
| II.  | Report on Work in the Head Committees       | Chuck Ratner       |
| III. | Monitoring, Evaluation & Feedback Report    | E. L. Ritz         |
|      | A. Update on Overall Project                | Adam Gamoran       |
|      | B. "Passer" 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.

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**Council for Initiatives**  
**in**  
**Jewish Education**

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Shmuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Shmuel -

① Spoke with Lauren, who says the only way she could do a seminar on 8/23-24 is if it's in Atlanta. She could do Aug. 30<sup>th</sup> which might be better in terms of scheduling a staff meeting beforehand, too.

② Lauren says she has never had confirmation of her meeting with you + the group in Israel. She is planning to be with you on July 8. Is also available July 9. Please send her a fax before June 25 confirming + giving her specific time + place. She'll be at the Hyatt beginning July 2.

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

216-391-1852

Ginny



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

73890 (REV. 1/85) PRINTED IN U.S.A.

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	



- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
☐ RAW MATERIAL  
☐ FUNCTIONAL SCHEDULE  
 7360 (Rev. 11/91) 157ED012A

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with BH next steps on the Best Practice project.		SF	5/28/93	6/23/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	6/23/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Conduct the following board membership 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. Isadora 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	



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

DATE 6/17/93

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-  **ASSIGNMENTS**
-  **ACTIVE PROJECTS**
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DATE 6/17/93



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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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

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

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

FUNCTION CIJE STEERING COMMITTEE

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	



PREMIER INDUSTRIAL CORPORATION

SEE INSTRUCTIONS MANUAL WORK NO. 15  
FOR DIRECTIONS ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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	

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/93

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





PREMIER INDUSTRIAL CORPORATION

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

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

SEE INSTRUCTIONS ON BACK OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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	





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

35890 (REV. 1/78) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/21/93	
2.	With VFL, draft a letter inviting M. Lender to serve on board.		HLZ	6/17/93	6/25/93	
3.	Schedule a meeting of MLM with Lester Rodlack and Geraldine Kest to discuss CIJE.		HLZ	4/29/93	6/30/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/30/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
6.	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		HLZ	2/25/93	7/15/93	
7.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
8.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	

**Mandel Institute**

**FAX SENT**  
faxseNTT  
**DATE**

29/6  
12/28

5715 תמוז

Tel: 972-2-662 296; 618 728

Fax: 972-2-619 951

**Facsimile Transmission**

To: <u>Ginny Levi</u>	Date: <u>June 29, 1993</u>
From: <u>Oriana Or</u>	No. Pages: <u>1</u>
Fax Number: _____	

Good Morning Ginny!

The lady from Israel who called on Sunday, was Hadas Boude, Seymour's afternoon secretary.

With reference to the fax you sent yesterday 6/28/93 (31 pages), please note that the following pages arrived unclear:

pages:      4 (memo from you to MLM)  
              9 (page 2 of Torah Umesorah proposal)  
              13 (page 6 "....." )

Please resend the above mentioned pages.

Thanks,

*Oriana*

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent: *6/29* Time sent: *11:20* No. of Pages (incl. cover): *2*

To: Annette Hochstein, Seymour Fox,  
" Shmuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

*Copy of letter sent to  
Executive Committee members -  
MEB*

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

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 Maryles

Lester Pollack

**Honorary Chair**

Max Fisher

June 29, 1993

Mandell Berman  
29100 Northwestern Highway  
Southfield, MI 48304

Dear Bill:

**Board**

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschhorn

Henry Koschitzky

Mark Lainer

Norman Lamm

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

This will confirm plans for a meeting of the CIJE Executive Committee and Board of Directors on Thursday, August 26, 1993 at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York. The Executive Committee will gather for coffee at 9:30 a.m. and will begin meeting promptly at 10:00. The board meeting will begin with luncheon at 12:00 noon and will conclude by 4:00 p.m.

Among other things, you will have an opportunity to hear from representatives of our Lead Communities about some of the successes and challenges of introducing innovation in three very different communities. We look forward to your participation in this important discussion.

Please complete and return the enclosed reply card, indicating your attendance plans. I look forward with pleasure to seeing you there, and send my warmest personal regards.

*Mort*

MORTON L. MANDEL ■ Chair

Mandel Institute

AX SENT y'0/p  
MTB- 3-6-93

מכון מנדל

Tel: 972-2-662 296; 6 118 728

Fax: 972-2-619 951

**Facsimile Transmission**

To: Ginny Levi Date: June 30, 1993  
From: Oriana Or No. Pages: 1  
Fax Number: \_\_\_\_\_

Hi Ginny,

Just to confirm that today's telecon will be at 617418 at 9 a.m. Cleveland time.

Warm regards,

*Oriana*

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*****
4
REPORT                                     ( JUN 30 '93 10:25:33 ):HANEL INSTITUTE
*****
DATE      START      REMOTE TERMINAL      MODE      TIME      TOTAL      RESULTS      DEPT.
TIME      TIME      IDENTIFICATION                               PAGES      CODE

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**Council for Initiatives  
in  
Jewish Education**

Date sent: txmc aoiuu

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox,  
Shmuel Wygoda  
Organization:

From: Glany Lovi

Phone Number:

Phone Number:

Fax Number 0119722 619 951

Fax Number: (216) 3915430/0

Comments:

Shmuel -  
How about the attached letter?

By the way, I ~~have~~ <sup>have</sup> a response from MLM  
on the memo on Patner's presentation. ~~It's~~  
#JA for it.

I'm attaching Lauren's itinerary, with  
phone #s for relevant hotels.

Gunny

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

June 30, 1993

William Shatter  
Eileen Vogelestein  
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, chair of the CIJE Lead Communities Committee, of the work of the Lead Communities. We ask that you come prepared to respond to Chuck's presentation (which will be provided to you in advance) from the perspective of your community. Your remarks can be brief. We will be in touch to clarify your role closer to the date of the meeting.

I do hope that you will be able join us. Please complete and return the enclosed reply card, indicating your attendance plans.

Morton L. Mandel -- Chair

cc: Federation Exec

06/30/33

5:16

FILED IN JEWISH FEDERATION : 15163515430

NO-137 5002

# ATLANTA JEWISH FEDERATION

Atlanta Suotner Family Mission  
June 28 \* 20 July 9 73 1993

## TENTATIVE ITINERARY

Sunday, June 27

Depart from Atlanta

«6nddy, Ju&« SB

Arrival at Ben Gurion International Airport

Lunch at Ramat David Air Force Base with Israel Defense Forces airmen

Proceed to Tiberias,, home of the sages during Mishnaic Times, and check-in hotel

Optional afternoon tour to the Belvoir Crusader Fortress

Buffet dinner at hotel with the Kora Kinneret Folklore Troupe

Overnight: Moriah Plaza Hotel - Tiberias

Tuesday, June 29

Breakfast:

Briefing by Dr. Raanan Gissin on security along the northern borders

Depart hotel, for choice of fun outdoor options in the morning and afternoon or choose a study visit at ancient archeological sites, Jewish settlements at the turn of the century, and a modern Israeli development town

Meet at kibbutz Kfar Blum for home hospitality visit at area kibbutzim and a poolside barbeque dinner at Kfar Blum

Overnight: Moriah Plaza Hotel ■ Tiberias

Wednesday, June 30

Breakfast

Depart hotel for Israel's northern coastal area for a variety of activities and visits

Visit the Caravan Community housing Orphans rescued from Ethiopia

Visit summer camp and meet with children

Children will visit a candy factory, a museum of resistance fighters, caves of prehistoric man and the Rosh Hanikra seaside grottoes

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JUN 30 '93 15:15



06,30/93 15:16 «TUV» JEWISH FEDERATION ? 12163915430  
06/30/93 15:18

NO.137 P083

All teens and adults visit Nave Carmel caravan community for new immigrants and proceed to a variety of significant historic and cultural sites such as the Koshe Harikea grottoes, Akko prison, Megiddo, Caesarea, Atlit's reconstructed camp for clandestine immigration, the Necropolis in Beit She'an and a Druze village

One bus will visit Tefen for a field study in economic development

Free evening in Tiberias with a choice of restaurants

Overnight: Moriah Plaza Hotel \* Tiberias 792-2335 ^

Thursday, July 1

Breakfast

Ascend the Solan Heights to participate in a special Bar/9at Mitzvah ceremony in ruins of the old synagogue in Katzrin

After a Kiddush lunch nearby, visit an ex-Syrian bunker and study the strategic importance of the region to Israel's security

Choose from one of two afternoon options: (1) visit the ancient synagogues and the artists' colony in Safed, Israel's city of mysticism, or (2) Luna Gal Water Amusement Park on Lake Kinneret

Dinner honoring Elmal Mitzvah at the Pagoda Kosher Chinese Restaurant on the shore of Lake Kinneret

Enjoy "boat party" cruising Lake Kinneret

Overnight: Moriah Plaza Hotel - Tiberias

Friday, July 2

Breakfast

Depart Hotel for Beit She'an

View the magnificent archeological excavations including the ruins of the 2,000-year-old Roman theater

Drive via the Jordan Rift Valley to Jerusalem

Recite the traditional Shehecheyanu upon entering the capital of Israel

Following check-in at the Hyatt Hotel, relax by the pool or go on an optional visit to Machane Yehuda Market to enjoy falafel lunch, Israel's national dish, and view preparations for Shabbat

Attend Kabbalat Shabbat Service at the Western Wall, the Holiest Shrine of the Jewish World

Festive Shabbat dinner at hotel

Overnight: Hyatt Hotel - Jerusalem

331-834

404 874 7043 PAGE.004

JUN 30 '93 15:15

**Saturday, July 3**

**SHABBAT - DAY AT LEISURE**

Opportunity to attend morning services at the Western Wall or one of Jerusalem's many synagogues

Optional Tours (to be arranged with Hospitality Desk):

- a. Visit the Israel Museum, Shrine of the Book where the Dead Sea Scrolls are exhibited, and Billy Rose Sculpture Garden
- b. Jerusalem refurbished Biblical Zoo

Havdallah Service

Free Evening

Overnight: Hyatt Hotel - Jerusalem 331-234

**Sunday, July 4**

**Breakfast**

Depart hotel for the Dead Sea

Ascend Masada and visit the stronghold of the zealots where, rather than give into slavery and abandon their religion, these outnumbered Jews committed suicide to sanctify the name of G-d

Proceed to the hotel on the shore of the Dead Sea for opportunity to "float" on the Dead Sea and use the hotel facilities, and eat lunch

Visit Ein Gedi and view the lush flora, fauna and waterfalls

Return to Jerusalem

Adults who have previously visited Israel may choose instead to visit Hadassah's Chagall windows, a resettlement program for immigrants and spend an afternoon in the historic areas of Tel Aviv and Jaffa

Join mission friends for an all American pizza party and open house in the hospitality suite or dine at a restaurant of your choice in Jerusalem

Overnight: Hyatt Hotel - Jerusalem

**Monday July 5**

**Breakfast**

Briefing by minister

Adults depart for field study of the Joint Distribution Committee, continue to the Old City for an archeological seminar and visits to excavation sites in the Jewish Quarter, enjoy a



Salafel lunch. After refreshing at hotel,, proceed to Beit  
Katefutsot Museum of the Jewish Diaspora in Tel Aviv

Children and teens participate in an archeological hands-on  
digging experience in Beit Guvrin area and have lunch at kdbbucs  
Beit Guvrin

Depart for Tel Aviv to visit Beit Katefutsot Museum of the Jewish  
Diaspora and meet family members

Walk the famous Dizengoff Street for opportunity to shop

Attend the Maccabiah Opening Ceremony

Late return to Jerusalem

Overnight: Hyatt Kotel Jerusalem

Tuesday, July 6

Breakfast

Depart hotel for Yad Vashem Holocaust Memorial

Briefing by Holocaust Historian

Visit the Art Gallery, Museum and Yad Layeled dedicated to the  
memory of the million and a half children who perished in the  
Holocaust

Walk through the Valley of Destroyed Jewish Communities

Attend a special Yizkor service

Continue to Mount Herzl to pay tribute to Israel's fallen  
soldiers at the Military Cemetery

Perform the Mitzvah of planting a tree in Eretz Yisrael thus  
creating your own personal link to the land

Lunch and mission caucuses

Afternoon at Leisure

Festive Farewell Dinner honoring the Bar/Bat Mitzvah Celebrants

Wednesday, July 7

Depart for Ben Gurion International Airport

Return to the USA



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**Council for Initiatives  
in  
Jewish Education**

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox,  
Shmuel Wygoda  
Organization:

From: Glimy Levi

Phone Number

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Should these minutes be sent to  
either Gail Dorph or Alan Hoffmann?  
Please let me know.

M E M. advised the letter to the 4 day  
people. New draft is also enclosed.

Reminder: We'll be closed Mon., July 5  
for 4th of July holiday.  
Shabbat Shalom.

Glimy

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

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



PREMIER INDUSTRIAL CORPORATION

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

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

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

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



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

75890 (REV. 1/80) PRINTED IN U.S.A.

SEE BUREAU OF LAND MANAGEMENT FORM 4-5  
FOR INSTRUCTIONS ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVED DATE
1.	Draft a letter to David Hirschhorn for review by SHM, MM, and HIZ indicating our understanding of his interest in CIJE.		SF	3/24/93	7/10/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHM, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



PREMIER INDUSTRIAL CORPORATION

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

70993 REV 5/88; PRINTED IN U.S.A.

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 ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
1.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARM	5/14/93	7/9/93	
2.	Draft CIJE organization chart.		ARM	6/17/93	7/9/93	
3.	Work with CBB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARM	1/28/94	7/15/93	
4.	Draft a mission statement for the Lead Communities project.		ARM	5/19/93	7/15/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. David Auerow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		ARM	2/25/93	7/15/93	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARM	5/19/93	7/31/93	
7.	With SF and BH, draft a job description for Barry Holtz.		ARM	5/19/93	8/19/93	



BSNWR INDUSTRIAL CORPORATION

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

30000-REV. 1/88 PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL NO. 67, 60, 1, 5  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION GISE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMANN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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





PREMIER INDUSTRIAL CORPORATION

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

726582 (REV. 1/78) (PRINTED IN U.S.A.)

SEE INSTRUCTIONS MONITORING  
FOR SCHEDULES OF THE COMPLETION  
OF THIS FORM FOR FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

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



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

7-20 (REV. 1-89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

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

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PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 105  
FOR STANDARDS ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

FORM REV. 1/80 PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETION OR REMOVAL DATE
1.	Draft letters inviting Lead Community lay leaders to the August 26 board meeting.		VFL	6/30/93	7/2/93	
2.	Prepare invitation letters to Lead Communities joint seminar.		VFL	6/30/93	7/2/93	
3.	Check travel options and make a recommendation on starting time for Lead Community seminar.		VFL	6/30/93	7/2/93	
4.	Prepare a matrix of current and potential funders and staff assignments.		VFL	6/17/93	7/9/93	
5.	Prepare a matrix of pending grant requests.		VFL	6/17/93	7/9/93	
6.	Call Joan Strauss, CJF, re: schedule of GA meetings for the purpose of scheduling Lead Communities seminar.		VFL	6/30/93	7/14/93	
7.	After receiving details from SW, arrange a telecon for Israeli team to discuss with the Baltimore staff the next steps in moving the project forward.		VFL	6/30/93	7/15/93	
8.	With ARM, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/31/93	
9.	With SW, 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	
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





PREMIER INDUSTRIAL CORPORATION

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

75090 (REV. 1/82) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL POLICY INC. 125  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION GIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE WYGODA ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

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





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

7/880 (REV. 1/88) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Write condolence letter to Claire Rottenberg.		HLZ	6/30/93	7/2/93	
2.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting.		HLZ	6/30/93	7/6/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE.		HLZ	4/29/93	7/6/93	
4.	Talk with MLM about the advisability of negotiating with JCCA for office space in New York.		HLZ	6/30/93	7/6/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant..		SHH	6/8/93	7/15/93	
6.	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		HLZ	2/25/93	7/15/93	
7.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	7/31/93	
8.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
9.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	
10.	Encourage MLM to talk with Corky Osherson prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	7/31/93	



Mandel Institute

AX SENT

DATE:

117/93

מכון מנדל

מכו

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To:	Gimny Levi	Date:	July 1, 1993
From:	Annette Hochstein	No. Pages:	1
Fax Number:			

Dear Gimny,

We were delighted to learn of Stu Neidus's planned visit. If possible we would like a few more days for scheduling. Mort has asked us to schedule a meeting of the Mandel Institute's Operations Committee on dates that may conflict. We will know on Monday and will inform you then.

Best Regards,

Annette

Annette

Mandel Institute

FAXS  
DATE *PM/83*  
*July*

מכון מנדל

Tel: 972-2-662 296; 618 728

Fax: 972-2-619 951

**Facsimile Transmission**

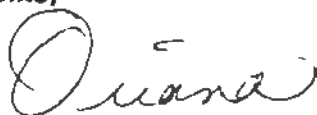
To: <u>Ginny Levi</u>	Date: <u>July 7, 1998</u>
From: <u>Oriana Or</u>	No. Pages: <u>1</u>
Fax Number: _____	

Dear Ginny,

Thank you for your fax of the 6th. Please refax the following pages as they arrived unclear:

- page 4, memo to SF, AH, SHH, BH, SW, & HLZ from you, re: November L.C. meeting
- page 6, agenda for CUE Board Meeting
- page 18, ((page 8 from Educational Leaders Survey))
- page 19, ((page 9 " " " ") )
- page 20, ((page 10 " " " " )

Thanks,



Mandel Institute

FAX SENT

DATE: 5/2/93

מכון מנדל

Tel: 972-2-662 296; 618 728

Fax: 972-2-619 951

**Facsimile Transmission**

To: Ginny Levi Date: July 5, 1993  
From: Annette Hochstein No. Pages: 1  
Fax Number: \_\_\_\_\_

Dear Ginny,

We were delighted to learn of Stu Neidus's planned visit. Both dates are good, but we prefer October 24 - 28.

Best Regards,

*Annette*

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**Council for Initiatives  
in  
Jewish Education**

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fois,  
Shmuel Wygoda  
Organization:

From: Jimmy Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Oriana -

Enclosed are the pages you did not receive yesterday. Also enclosed:

1. Revised agenda for Fri. Telecom
2. Draft budget for FIDA 5

I understand AR ~~HUMP~~ <sup>SN</sup> on the call, ~~Art~~ at a number outside of Jerusalem. Please let me know the number. I assume ~~Ajit~~ <sup>SN</sup> will not be on the ~~UM~~ and know that SF will not.

I am anxiously awaiting responses on ~~the same~~ <sup>the</sup> ~~lead communities~~ <sup>and</sup> ~~camp notes~~.

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

216-391-1852

Thanks,

Jimmy

# 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. 28 Executive Committee and Board Meetings	6a,6b	MLM
IV. Plans for Staff Seminar and Seminar with Lead Communities		ARE
V. Lead Communities Update		ARE
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/ARE
VIII. Review Draft Budget	5	MLM
IX. Status Reports		ARE
A. Best Practices		
B. Monitoring, Evaluation & Feedback		
X. Staffing		MLM

30. Of the following benefits which are available to you and which do you receive? (Check all that apply).

	Available	Receive
a. Free or reduced tuition for your children at your school or program	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Free or reduced tuition for yourself and adult family member	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Free or reduced membership in a synagogue or JCC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Synagogue privileges such as High Holiday tickets	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Day/child care	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Money to attend conferences, continuing education	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Sabbatical leave (full or partial compensation)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Employer contribution to a health plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Pension benefits	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. Other, specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

31. Please indicate the degree to which you are satisfied with the amount of time you spend on each of the following activities:

	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
a. Curriculum / program development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Public relations / marketing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Parent / constituent relations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Teacher / staff supervision	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Training and staff development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Recruiting staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Overall school management, including budget	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Fund raising or resource development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

32. Indicate of the following which two would "enhance" your overall effectiveness as an educational leader? (Check only one!)

a. Additional support staff/clerical	<input checked="" type="checkbox"/>
b. Additional funding for programs	<input checked="" type="checkbox"/>
c. Additional funding for resources/materials	<input checked="" type="checkbox"/>
d. Additional professional staff	<input checked="" type="checkbox"/>
e. Availability of consultants	<input checked="" type="checkbox"/>
f. Other please specify _____	<input checked="" type="checkbox"/>



MEMO TO: Seymour Fox, Annette Hochstein, Stephen Hoffman, Barry Holtz,  
Shmuel Wygoda, Henry L. Zucker

FROM: Virginia F. Levi *Living*

DATE: July 6, 1993

SUBJECT: November Lead Communities Meeting

-----

I had as an assignment to call Joan Strauss at CJP to discuss the possibility of holding a Lead Community seminar in conjunction with the GA. She reported that there are no meetings involving planners on Tuesday, November 16. At present, they are holding Wednesday, the 17th for possible meetings beginning at 10:00 a.m., but no formal program has been planned.

Joan's advice was that we make our plans as soon as possible and get back to CJP regarding scheduling and space. She said that space is limited and haste is advised.

Would we do a one-day meeting? If not, could we get people to Montreal on Monday, the 15th? Perhaps we should discuss all this at our next telecom, if not before.

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 Gelman

B. Report

Barry Holtz

VI. D'var Torah

TBD

22. What is the affiliation of the school or agency where you are an educational leader?  
(Check the appropriate response)

- a. Reform ☐
- b. Conservative ☐
- c. Traditional ☐
- d. Orthodox ☐
- e. Reconstructionist ☐
- f. Community ☐
- g. Jewish Community Center ☐
- h. Other, specify \_\_\_\_\_ ☐

23. How many students are in your school / agency?? \_\_\_\_\_

24. Which of the following best describes your leadership title?  
(Check the one appropriate response)

- a. Head of day school ☐
- b. Department head or chairman at day school ☐
- c. Educational director ☒
- d. Division head of congregational school ☐
- e. Preschool Director ☐
- f. Program Director: Adult Education ☐
- g. Program Director: Special Education ☐
- h. Central Agency Director ☐
- i. Central Agency Administrative Staff ☐
- j. Other, please specify \_\_\_\_\_ ☐

25. How did you find your present primary administrative position?  
(Check the one that best applies)

- a. Central agency or bureau ☐
- b. Graduate school placement ☐
- c. National professional association ☐
- d. Through a friend or mentor ☐
- e. Recruited or approached by institution ☐
- f. Newspaper advertisement ☐
- g. Other \_\_\_\_\_ ☐

26. The following items deal with the extent to which rabbi(s) or supervisor(s) are involved in your setting.

(Check one response for each item)

	None	Somewhat	A Great Deal
a. In defining school / program goals, objectives and priorities.	<input type="checkbox"/> 01	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 3
b. In discussions regarding curriculum / program.	<input type="checkbox"/> 1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> 2
c. In every aspect of educational program / programs	<input type="checkbox"/> 1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

27. Did you have to overcome community resistance to take this job?

Yes (1)

No (2)

☒
☐

28. To what extent do you receive help and support from the following?

(Check one response for each)

	Frequently	Occasionally	Seldom	Never
a. Other colleagues in community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Other colleagues outside the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Local university	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Central agency staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. National movement	<input checked="" type="checkbox"/>	<input type="checkbox"/> 2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Professional organization	<input checked="" type="checkbox"/>	<input type="checkbox"/> 2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Other, please specify _____	<input checked="" type="checkbox"/>	<input type="checkbox"/> 2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

29. How important were the following factors affect your decision to work where you are presently employed?

	Very Important	Somewhat Important	Somewhat unimportant	Very unimportant
a. Hours	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Salary	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Rabbi(s) or supervisor(s)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. Reputation of the school or program	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Religious affiliation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Career advancement	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Spouse's work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Other, specify _____	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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Council for Initiatives  
in  
Jewish Education

Date sent: **7/9** Time sent: **4:25** No. of Pages (incl. cover): **4**

To: Annette Hochstein, Seymour Fox,  
Shmuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

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

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44103

Phone: (216) 391-1852 • Fax: (216) 391-5430

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Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Raker

Esther Leah Ritz

Richard Scheuer

Isamar Schorsch

Isadore Twersky

Bennett Yanowitz

July 8, 1993

Alan Hoffmann  
Annette Hochstein  
Seymour Fox  
Shmuel Wygoda  
The Mandel Institute  
22a Hatzfira Street  
Jerusalem 93102 Israel

Dear Alan, Annette, Seymour and Shmuel:

The next joint meeting of CIJE and the Lead Communities is scheduled for Monday and Tuesday, August 23 and 24 in Baltimore. The meetings will be held at THE ASSOCIATED. 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 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 your attendance plans.

Cordially,



Henry L. Zucker




MEMO TO: Seymour Fox  
FROM: Virginia F. Levi   
DATE: July 8, 1993  
SUBJECT: Milwaukee Retreat

---

Ruth Cohen has indicated to me that Milwaukee is planning a commission retreat for Sunday, October 10 for the purpose of advancing their development of a vision for Jewish education. They would like to invite several "national scholars" to help raise the level of discussion. They wondered if you might be available to participate. They are also considering Barry Chazan. In addition, they ask if we can recommend other people whom they might invite.

MEMO TO: Shmuel Wygoda  
FROM: Virginia F. Levi  
DATE: July 9, 1983



.....

I have been asked by several people for the August/September travel plans of the various Israeli members of the CUE team. I would appreciate it if you could send me, in as much detail as is now available, a schedule of the four of you and when each of you plans to be in the States and, to the extent it is now known, where you will be on particular dates. If I could have this early next week, it would be helpful.

I've also been asked to provide MLM with one to two paragraphs of biographical information about Alan which he can use in presenting him to the search committee. Would you please see if there is such a summary available or, if not, provide me with a CV from which I can extract one? This is relatively urgent, since it needs to be ready for the search committee telecon.

Thanks.

FAX SENT - 11/1/98  
DATE: 8/3/98

Mandel Institute

מכון מנדל

Tel: 972-2-662 296; 618 728

Fax: 972-2-619 9511

Facsimile Transmission

To: Ginny Levi Date: July 8, 1998  
From: Oriana Or No. Pages: 1  
Fax Number: \_\_\_\_\_

Dear Ginny,

Thank you for your fax of July 7th, with the pages that did not come through clearly on the previous fax.

SW will be participating in tomorrow's Steering Committee Telecon, and will be at telephone number: 972-2-931874.

ARH will be at telephone number 972-3-520-2525. When the operator answers, please ask for Annette Hochstein's room.

Warm regards,

*Oriana*

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# Council for Initiatives

in

## Jewish Education

Date sent: 3/13/13

Time sent: 4:55 PM

No. of Pages (incl. cover): 1

To: Shmuel Wygoda

From: Ginny Levin

Organization:

Phone Number:

Phone Number:

Fax Number:

Fax Number:

Comments:

① I see no record of our having received an expense reimbursement from you in recent weeks. Wdwyd? It is still the route.

② AJN is available to talk with you on Thurs. 4/15, between 8:00-9:15 AM or after 10:30 a.m. Please let me know what time you plan to call. He's surely there. 216-368-6947

③ There were 4 no single progress report for the last 2 board meetings. You probably have the Holtz and Samoran reports distributed. You might make the other reports from previous meetings. If the following aren't practice, we might send Barry's & Adam's updates as a follow-up letter on how they fit into the overall

④ NO PROBLEMS, yet, as Sam. telus.

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

216-391-1852

Lead Community picture.

Ginny

MEMO TO: CIJE Steering Committee Members  
FROM: Virginia F. Levi *VFL*  
DATE: July 13, 1993  
SUBJECT: Future Meeting Dates

-----

Following is a schedule of proposed dates for upcoming meetings of the CIJE steering committee. All are set for 7:30 a.m., eastern time. Please mark your calendar and let me know if any of these presents a major problem.

Thursday, August 12

Wednesday, September 15

Thursday, October 14

Tuesday, November 16

Wednesday, December 15

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date SENT: 7/14 Time sent: 8:15  
To: Kenneth, Seymour  
Organization: School

No. of Pages (incl. cover): 3  
From: Ginny

Phone Number:

Phone Number:

Fax Number:

Fax Number:

Comments:

MGM can do the Givvi. telecon at 11 AM  
He's put it on his calendar.

G

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



MEMO TO: CIJE Staff Telecon Group

FROM: Virginia E. Levi

DATE: July 13, 1993



-----

The CIJE staff telecon scheduled for ~~wednesday~~, July 14 has been cancelled. I propose that we schedule the next two telecons for Thursdays at 9:00 a.m. eastern daylight time on July 22 and July 29. Please let me know of your availability..



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

73890 (REV. 1/80) PRINTED IN U.S.A.

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

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





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

7/28/93 (REV. 1/90) PROVIDED BY VFL

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

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



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

7380 (Rev. 1/89) PRINTED IN U.S.A.

 PERMITS/STATION/ANAL/TEST NO. 163  
 FOR SUBMITTAL ON THE COMPLETION  
 OF THIS FORM FOR FUNCTIONAL SCHEDULE

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Notify VFL when it is OK to schedule search committee telecon.		ARH	7/9/93	7/15/93	
2.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	7/15/93	
3.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	7/31/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities..		ARH	1/28/93	7/31/93	
5.	Prepare a recommendation for a policy on the use of materials and data generated by CIJE..		ARH	7/9/93	8/12/93	
6.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Isamar Schorsch		ARH	2/25/93	8/15/93	
7.	With SF and BH, draft a job description for Barry Holtz.		ARH	5/19/93	8/19/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	8/31/93	



PREMIER INDUSTRIAL CORPORATION

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

FORM 1000-1 (08/1/93) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL PROJECT NO. 1.5  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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



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

2000/04/17/00/0000/0000

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

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





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

71000 (REV. 1/92) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 7/9/93

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



PREMIER INDUSTRIAL CORPORATION

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

73890 (REV. 5/85) PRINTED IN U.S.A.

SEE INSTRUCTIONS FOR COMPLETION OF THIS FORM FOR FUNCTIONAL SCHEDULE

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

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





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

73890 (REV. 7/89) PRINTED IN U.S.A.

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

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



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

7/890 (REV. 1/78) PRINTED IN U.S.A.

 SEE MANAGEMENT MANUAL POLICY NO. 15  
 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	7/9/93

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 finance committee.		MLM	4/7/93	8/31/93	
3.	Visit with Erica Jesselson to get her on board to support CIJE.		MLM	6/17/93	8/31/93	



PREMIER INDUSTRIAL CORPORATION

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

7/9/93 (REV. 1/89) MONTA/IN/JAA

SEE MEMORANDUM MONTA/IN/JAA NO. 15 FOR CHANGES IN THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Encourage MLM to invite a Jesselson family representative to August 26 Board meeting.		HLZ	6/30/93	7/15/93	
2.	With SMH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		HLZ	6/8/93	7/15/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE.		HLZ	4/29/93	7/15/93	
4.	Schedule meeting of MLM, AJN, and HLZ to discuss CIJE funding.		HLZ	7/9/93	7/30/93	
5.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	7/31/93	
6.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
7.	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		HLZ	2/25/93	8/15/93	
8.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	TBD	
9.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Waxner and other funders.		HLZ	1/28/93	TBD	



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**Council for Initiatives  
in  
Jewish Education**

Date sent: *7/14* Time sent: *8:15*  
To: *Annette, Seymour,*  
Organization: *School*

No. of Pages (incl. cover): *3*  
From: *Henry*  
From: ☐

Phone Number

Phone Number:

Fax Number:

Fax Number:

Comments:

*MLM can do the Sum. telecon at 11 am.  
He's put it on his calendar.  
S*

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



MEMO TO: CLJE Staff Telecon Group

FROM: Virginia F. Levi

DATE: July 13, 1993



.....

The CLJE staff telecon scheduled for Wednesday, July 14 has been cancelled. I propose that we schedule the next two telecons for Thursdays at 9:00 a.m. eastern daylight time on July 22 and July 29. Please let me know of your availability.

MEMO TO: CIJE Steering Committee Members  
FROM: Virginia F. Levi *VFL*  
DATE: July 13, 1993  
SUBJECT: Future Meeting Dates

-----

Following is a schedule of proposed dates for upcoming meetings of the CIJE steering committee. All are set for 7:30 a.m., eastern time. Please mark your calendar and let me know if any of these presents a major problem.

Thursday, August 12

Wednesday, September 15

Thursday, October 14

Tuesday, November 16

Wednesday, December 15

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox  
Samuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

(216) 391-1852

Fax Number:  
0119722 619 951

Fax Number (216) 391-5430

Comments:

Attached are various documents. I'm  
trying to hold ~~ALL FAX~~ - ~~USGAXST~~ ~~faxes~~ and  
send once at the end of each day.

Stu Weisberg plans to be in Israel Oct. 24-28  
to work with you. He was one of the  
people asking for your schedule. He'd  
like a chance for a preliminary meeting  
with ARH before then, if it can be  
arranged. "He might ask to coordinate  
with your ~~visit~~" is ~~KJY~~, if you don't ~~come~~  
to Cleveland.

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

Joe Rae  
Ginny

MEMO TO: Gail Dorph,, Seymour Fox,, Annette Hochstein,, Stephen Hoffman,, Barry  
Holcz,, Morton L. Mandel,, Art Naparstek,, Shmuel Wygoda,, Henry L.  
Zuekar

FROM: Virginia F. Levi

247

DATE: July 14,, 1993

-----  
Attached for your information is an article which appeared recently in the

# Lead cities goal-setting begins

By KATHARINE O'NEILL  
JEWISH CHRONICLE

The Milwaukee Jewish community's Lead Cities Project is beginning to get the lead out.

The education project has received a \$30,000 start-up grant from the national Council for Initiatives in Jewish Education. It was announced at a meeting last week sponsored by the local Commission on Visions and Initiatives in Jewish Education.

Last fall, CIE selected the Milwaukee, Atlanta and Baltimore Jewish communities as lead cities to develop community-wide Jewish education programs as a model for communities around the country.

Last week, at their annual meeting, Jonathan Woocher of Jewish Education Services for North America helped commission members begin the project's goal-setting.

Additionally, a group of professionals and lay leaders representing synagogues and other Jewish institutions will hold discussions on developing community resources to enhance

community programs.

"We're at the point in the process where it's time to evaluate a plan," explained Dr. Ruth Cohen, chair of the Commission.

"We're working on a long-range program with emphasis on the first year."

"CIE has recommitted itself to Milwaukee with the grant, which we'll use for research. It will not be used for new programming or for anything the general community will be able to see."

A five-year plan will be developed by a Strategic Planning Task Force established by the commission, according to Dr. Ruth Cohen, local project coordinator under auspices of the Milwaukee Jewish Federation.

The commission will hold a day-long retreat in August to continue its planning process.



Daniel Peckarsky  
Working on a long-range program.

other and faculty resources in the Community Action Plan guide the planning for the overall project," Cohen added.

Working as a consultant with the Milwaukee project will be Daniel Peckarsky, a GIB senior policy consultant. He will return to the Department of Education of Wisconsin-Madison following a two-year leave to work with the Cleveland Fellows, a Jewish educational program.

For its part, CIE is preparing a list of national consultants to provide expertise "that wouldn't otherwise be available to us," Gelman added.

CIE also is compiling a survey to provide Jewish education in Milwaukee. Phase one of the survey will include all Milwaukee Jewish day school, supplementary school and parochial teachers. Phase two will encompass administrators, adult education and informal education staff.

"Data collected will be used in making recommendations for improving the professional life of Milwaukee's Jewish educators," Cohen said.

FAX SENT 7/18/93  
DATE: 13/10/93

Mandel Institute

מכון מנדל

Tel: 972-2-662 296; 6 18 728

Fax: 972-2-619 9511

Facsimile Transmission

To: <u>Ginny Levi</u>	Date: <u>July 18, 1993</u>
From: <u>Orlana Or</u>	No. Pages: <u>1</u>
Fax Number: _____	

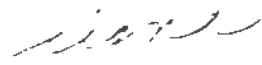
Dear Ginny,

As I was putting the dates of the next Steering Committee Telecon into Annette's diary, I noticed that September 15th, is Erev Rosh Hashanah, which would not be a good time for the telecon. Monday or Tuesday, the 13th or 14th would be better times for the telecon.

With reference to your fax of the 15th. Please resend pages 4, 5, 6, 7, 8, and 9 of the fax, as they arrived unclear.

Hope all is well with you,

Warm regards,





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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent:

2/19

Time sent:

8:25

No. of Pages (incl. cover):

1

To: Annette Horowitz; Seymour Fox  
Shmuel Mygoda  
Organization:

From: Gilly Levi

Phone Number:

Phone Number:

(216) 391-1852

Fax Number:

Fax Number:

(216) 391-5430

0119722 619 951

Comments:

Miriam,  
Please let me know what you  
need to be re-faxed. I can't  
remember in what order I  
faxed on Thursday. <sup>7/ST</sup>  
Part of the minutes?

Mary Esther

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

216-391-1852

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# Council for Initiatives in Jewish Education

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Heshstein, Seymour Fox  
Shmuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

(216) 391-1852

Fax Number:

Fax Number: (216) 391-5430

0119722 619 951

Comments:

Dear Partners - Across-the-Sea,

A have ~~just~~ learned from Jane Gellman that because of airline changes, the Milwaukee team cannot get to Baltimore before noon on the 25th. Would you consider ~~Atlanta~~ ~~Atlanta~~ ~~Atlanta~~ with lunch and meeting into the evening? This is what Milw. prefers. It would also be better for Atlanta.

Please consider as you do your simulation. I am ~~the~~ ~~alt~~ Jane ~~Levi~~ on Thurs.

Ginny

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

216-391-1852

Tel: 972-2-662 296; 6 118 728

Fax: 972-2-619 951

Facsimile Transmission

To: <u>Ginny Levi</u>	Date: <u>July 21, 1993</u>
From: <u>Oriana Or</u>	No. Pages: <u>1</u>
Fax Number: _____	

Dear Ginny,

The minutes and assignments of June 30th were not faxed to us. Please send them immediately, so that we can complete our preparations for tomorrow's telecon.

Sorry to pressure you, but we'll be in a meeting all day tomorrow right up until the telecon.

The telecon will take place at 618718.

Thanks,



DRAFT 7/19/93

AGENDA  
GIJE STAFF TELECON  
July 22, 1993  
9:00 AM (EDT)

Participants: Seymour Fox, Annette Hechstein, Steve Hoffman, Alan Hoffmann, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Assignment

- |   |        |
|---|--------|
| I.. <del>Review minutes of June 30</del>            | VFL    |
| II. <del>Review assignments of June 30</del>        | VFL    |
| III. Aug. 26 Board Meeting                          |        |
| A. <del>Contacts with campers</del>                 | VFL    |
| 1. Status of calls                                  |        |
| 2. Reassign Billie Gold - for this meeting, only    |        |
| B. Status of materials to be mailed in advance      | SWW    |
| C. <del>Materials for meeting books</del>           | VFL    |
| 1. Minutes of Feb. Board meeting                    |        |
| 2. Progress Report                                  |        |
| 3. Gamoran and Holtz reports                        |        |
| 4. Board and Staff lists                            |        |
| IV. Staff meeting                                   | VFL/SW |
| A. Times: 10 am on 8/19 to 4 pm on 8/20             |        |
| B. Location: American Friends of Hebrew University? |        |
| C. Agenda   |        |
| D. Attendance                                       |        |
| V. <del>Lead Communities Joint Meeting</del>        | ABH    |
| A. Jerusalem simulation                             |        |
| B. Status of agenda planning                        |        |
| VI. Discuss BH draft letter to Rachel Cowan         | BH     |

VII. Status reports on communities

Team

A. Atlanta

B. Baltimore

C. Milwaukee

VIII. Schedule next telecon

VFL

Thurs.... July 29, 9:00 am (EDT)

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**Council for Initiatives**  
**in**  
**Jewish Education**

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox  
To: Samuel Wygoda  
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

(216) 391-1852

Fax Number:

Fax Number:

(216) 391-5430

0119722 619 951

Comments:

*Oriana,*  
*Here are the last 3 pages*  
*of the assignments plus*  
*the February board meeting*  
*minutes.*

*FK E/B*

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



- ☐ ASSIGNMENTS
  - ☐ ACTIVE PROJECTS
  - ☐ RAW MATERIAL
  - ☐ FUNCTIONAL SCHEDULE
- 234920 (REV. 1/89) PRINTED IN U.S.A.

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

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee..		MLM	4/7/93	7/15/93	
2.	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	



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

7/20/93 VFL LHM/MLT/10/4/5/5

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

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



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

7-9890 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RESCHEDULED DATE
1.	Write condolence letter to Claire Rottenberg.		HLZ	6/30/93	7/2/93	
2.	Encourage MLM to invite a Jesselson family representative to August 26 board meeting.		HLZ	6/30/93	7/6/93	
3.	Schedule a telecon of MLM with Gershon Kekst to discuss CIJE.		HLZ	4/29/93	7/6/93	
4.	Talk with MLM about the advisability of negotiating with JCCA for office space in New York.		HLZ	6/30/93	7/6/93	
5.	With SHH, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	7/15/93	
6.	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		HLZ	2/25/93	7/15/93	
7.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	7/31/93	
8.	With VFL, prepare C. Ratner to report on Lead Communities at board meeting.		HLZ	6/17/93	8/15/93	
9.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	
10.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	TBD	



AMERICAN JEWISH ARCHIVES

SEE MANAGEMENT MANUAL POLICY NO. B2  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

73800 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE DORPH ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

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





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 145  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REWORKED DATE
1.	Draft a letter to David Hirschhorn for review by SHH, MLM,, and HL2 indicating our understanding of his interest in CIJE..		SF	3/24/93	7/10/93	
2.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL:  a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	8/19/93	
4.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL, VOLUME 10, IS  
FOR SUPPLEMENTARY INFORMATION  
AT THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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## FUNCTION

CIJE STEERING COMMITTEE

## SUBJECT/OBJECTIVE

HOCHSTEIN ASSIGNMENTS

## ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RECOMMENDED DATE
1.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		ARH	5/14/93	7/9/93	
2.	Draft CIJE organization chart.		ARH	6/17/93	7/9/93	
3.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		ARH	1/28/93	7/15/93	
4.	Draft a mission statement for the Lead Communities project.		ARH	5/19/93	7/15/93	
5.	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	
6.	With VFL, develop plan to support each item on the CIJE PERT chart.		ARH	5/19/93	7/31/93	
7.	With SF and BH, draft a job description for Barry Heltz.		ARH	5/19/93	8/19/93	





PREMIER INDUSTRIAL CORPORATION

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE A HOFFMANN 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	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE S HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

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



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

ORIGINATOR/PROJECT LEADER VFL DATE 6/30/93

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

728900 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft letters inviting Lead Community lay leaders to the August 26 board meeting.		VFL	6/30/93	7/2/93	
2.	Prepare invitation letters to Lead Communities joint seminar.		VFL	6/30/93	7/2/93	
3.	Check travel options and make a recommendation on starting time for Lead Community seminar.		VFL	6/30/93	7/2/93	
4.	Prepare a matrix of current and potential funders and staff assignments.		VFL	6/17/93	7/9/93	
5.	Prepare a matrix of pending grant requests..		VFL	6/17/93	7/9/93	
6.	Call Joan Strauss, CJF, re: schedule of GA meetings for the purpose of scheduling Lead Communities seminar.		VFL	6/30/93	7/14/93	
7.	After receiving details from SW, arrange a telecon for Israeli team to discuss with the Baltimore staff the next steps in moving the project forward.		VFL	6/30/93	7/15/93	
8.	With ARH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/31/93	
9.	With SW, 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	
12.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 6/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Establish a finance committee..		MLM	4/7/93	7/15/93	
2.	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	

**MORTON L. MANDEL**

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

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December 11, 1992

Dear Joe:

This letter is to confirm your invitation to visit the Mandel Institute in Jerusalem. Their address and phone numbers are as follows:

Mandel Institute  
22a Hatzfira Street  
Jerusalem, Israel

Telephone #011-972-2-618-728  
Fax #011-972-2-619-951

The President of the Institute is Professor Seymour Fox, and the Director is Annette Hochstein. Should you be visiting Jerusalem, I suggest you contact them in advance by fax or phone to set up a mutually convenient appointment.

Since you are so interested in general education, I think you will find your visit worthwhile.

It was good seeing you, and as always, warmest personal regards.

Sincerely,

MORTON L. MANDEL

Mr. Joseph Reich  
Centennial Partners  
900 Third Avenue, Suite 1801  
New York, NY 10022

cc: Professor Seymour Fox✓