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**MS-831: Jack, Joseph, and Morton Mandel Foundation Records, 1980 – 2008.**

Series E: Mandel Foundation Israel, 1984 – 1999.

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Mandel, Morton. Correspondence and meetings. CIJE budget and transition strategy, 1993.

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

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MEMO TO: Shulamith Elster, Seymour Fox, Adam Gamoran, Ellen Goldring,  
Robert Goodman, Annette Hochstein, Barry Holtz, Arthur  
Naparstek, Claire Rottenberg, Julie Tammivaara, Shmuel Wygoda

FROM: Morton L. Mandel

DATE: April 16, 1993

SUBJECT: CIJE Expense Procedures in U.S. Only

COPY TO: Stephen Hoffman, Stanley Horowitz, Henry L. Zucker

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We are in the process of changing the system for approval of expenses and purchases in effect for CIJE, in an effort to improve our process. You soon will be receiving some preliminary memoranda from time to time which outline proposed approaches and, when we have moved further along in the process, we plan to send you a draft policy for your comments and suggestions before we finalize it.

We have asked Ann Klein to give leadership to this process, and until we have a more formal procedure in place, we ask that you clear in advance any expenditures for CIJE purchases of equipment, secretarial service, supplies, materials, etc. with Ann. If they relate directly to our program activity, clear them with Ginny Levi. Both can be reached at the CIJE telephone number, 216-391-1852 or by fax, 216-391-5430.

If any of this is unclear or you need further guidance, please feel free to call Ann or Ginny.

We are growing in numbers and complexity, and we will be instituting appropriate policies and procedures that we hope will be logical, and workable. We want to spend most of our time on programs, and less on administration.

Thanks for your help and understanding.

FAX SENT  
DATE: 12/4/93  
CJF

**FACSIMILE TRANSMISSION**

To : Morton L. Mandel

January 18, 1993

From: Seymour Fox and Annette Hochstein

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Dear Mort,

It was wonderful speaking to you yesterday. We realized after the conversation that not only have you begun to change the climate of world Jewry about Jewish education/Jewish continuity, but the key institutions are beginning to publicly recognize your role and your contribution.

We had one further thought that we will want to share with you in our next conversation about the CIJE. We can well understand how the current failure of other players to support the CIJE was important in the presentation to the JCCA board. We are concerned however that this not be the message that is communicated to "the world at large" -- staff, board members, communities, etc... We think that it might be useful to emphasize the idea that as we began to build Lead Communities we discovered that the scope made it impossible for JCCA to share its top leadership with the CIJE.

Enjoy the inauguration, tell Clinton where the serious work is being done -- but please don't commit us until the Lead Communities are well underway!

Best Regards,

Handwritten signatures of Seymour Fox and Annette Hochstein in blue ink. Seymour's signature is a stylized 'S' followed by 'Fox'. Annette's signature is 'Annette' in a cursive script.

מכון מנדל

Fax: 972-2-619 951

To: Mr. Morton L. Mandel Date: January 3, 1992  
From: Annette Hochstein & Seymour Fox No. Pages: 4  
Fax Number: \_\_\_\_\_

Please deliver to Mr. Mandel at 8:00 A.M.



3 JANUARY 1993

To: MLM

From: AH and SF

**Re: Transition strategy for the CIJE**

The following is the summary of our current thoughts and suggested strategy for the CIJE. Following our discussion later today, we will draft a more complete document.

**1. Purpose**

To offer a strategy for placing the implementation of the Commission's decisions on an effective and positive course. To resolve current issues of leadership, image, cost, content and staff assignments.

**2. What is involved:**

- a. Re-organize the CIJE, its leadership and structure, the roles and functions of its staff and consultants.
- b. Design an immediate short-term communications and action plan to improve perceptions, halt ineffective or negative messages, set work with communities on a positive footing.
- c. Re-design a strategy and workplan for the Lead Communities project, and for the overall CIJE assignment.

Our main topic here are the re-organization and short term plans.

**3. Several alternatives were considered**

- a. Undertake a search for the ideal CIJE head.  
This may be a longer-term option, but will not solve the short or medium term assignments. Should be reconsidered at a later stage.
- b. Appoint S.Elster acting director. This would revert to last year's situation, with its shortcomings.
- c. Revert to the Commission structure: This alternative is offered for immediate consideration -- and is the subject of the balance of this memo.



#### 4. Details :

a. Headquarters in Cleveland

b. HLZ director

c. VFL administrative head, in charge of facilitation, coordination, and monitoring of implementation

d. Active Senior Policy Advisors' group (e.g. S.Hoffman, M.Gurvis, J.Elkin, S.Lee, (add 2 more eds) J.Woocher, S.Horowitz, A.Rotman, A.Schiff)

e. Mandel Institute key staffing role: we will undertake any assignment. This probably will include ongoing advise to CIJE Chairman and Director; in charge of strategy, plans, ongoing staff training and guidance; ongoing development of content.

Additional staff:

f. Holtz heads educational efforts with the communities: best practices; pilot projects; guidance to communities for all educational implementation

g. Gamoran and team Monitoring, evaluation and feedback project: active ongoing input into decisions and plans.

h. Elster key contact with communities; assistance to Holtz and all projects; facilitator of contacts with Rabbis and Educators.

i. Ukeles preparation of planning materials (if retained).

j. Providers of educational services: denominations; JESNA; JCCA; others: within the framework of overall plans and strategy: provide expertise and programs directly to communities (e.g. in-service training; articulation of vision and goals)

Under this scenario the CIJE would benefit from HLZ's experience, credibility and leadership in the community world. He would guide the effort with Lay leadership and professionals. VFL would ensure effective administration of implementation and harmonious relationships. The Mandel Institute would work as during the Commission: as management team with MLM and HLZ; responsible for content with Holtz (responsible for educational content; the best practices project; pilot projects); with Gamoran (evaluation project); with Elster (link with communities; coordination and assistance to Holtz, Gamoran, etc.; support to their projects); with Ukeles (planning guidance -- if anything); with providers of educational services (denominational; other). A solid Senior Policy group would serve as effective consultants.

#### 5. Suggested Action Plan:

##### a. Short Term Targets

1. Bolster confidence in the CIJE, halt mixed messages that are being sent forth to communities and constituencies.

2. Halt the dual trend affecting the content of work with communities: the one is "business as usual" with marginal change aspirations; the other, in the spirit of the Commission's work, has aspirations to long-term, profound change, and demands of communities that they re-consider priorities, leadership roles and commitments.

3. In order to ensure unity of purpose and the effective use of resources, prepare a coherent, consistent and explicit strategy and workplan for the Lead Communities.

b. First steps:

1. Decision to move ahead
2. Get HLZ on board
3. Message to current leadership and staff + negotiations for change
4. Message to community planners and other relevant actors in the communities
5. Message to CIJE board
6. Staff and planners' seminar — *from FDS*
7. Set stage for assessment of each community
8. Visit communities -- do interviews and analyses
9. Plan next phase

c. Issues

1. What is the message to staff and to planners?
2. What happens in the interim: AR; Elster and Holtz; communities (business as usual may not work or may work only with some.)
3. How do we get everyone on board?
4. What if this plan does not work out?