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Council for Initiatives
in
Jewish Education

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To: Annette Hochstein, Seymour Fox,
Shmuel Wygoda
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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

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

signment 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.

signment 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.

Assignment

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 telecon, 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 preparation day 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. SHH 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

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

2. Report on work in the Lead Communities

Assignment

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

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

3. Monitoring, Evaluation & Feedback Report

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

4. Update on Best Practices and Pilot Projects

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

C. Announcement of Alan Hoffman's appointment

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

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

D. Communications

Assignment

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

Assignment

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

III. CIJE Board Membership

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

- assignment
- A. MLM reported on a meeting he had with Marvin Lender, chair of the CJF commission on Jewish continuity. It was apparent that we have much to do in bringing the national lay community up to date on the work of our Commission and CIJE. It was concluded that Lender will not proceed with the CJF commission until he and MLM talk again about how their work and ours can complement each other.
 - B. It was suggested that Lender be invited to serve on the CIJE board. VFL and HLZ will draft a letter inviting him to serve and providing him with background information.
 - C. SHH reported on conversations with Marty Kraar. He noted that Federation staff are generally not well informed about Jewish continuity. This commission was formed as a reaction to the data from the CJF survey. Marty is now aware of the pitfalls of this approach. He, too, is anxious to find a way to work cooperatively with CIJE.
 - D. It was concluded that this situation provides us with an opportunity to find a way for CIJE and CJF in work in concert. It was suggested that SHH advise Alan Hoffman about this situation and how to proceed.
- Assignment

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.



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/93

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





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Discuss with BH next steps on the Best Practice project.		SF	5/28/93	6/23/93	
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HL2 indicating our understanding of his interest in CIJE.		SF	5/24/93	6/23/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	5/25/93	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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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



PREMIER INDUSTRIAL CORPORATION

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

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

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





- ☐ 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 6/17/93

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



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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	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/17/93

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



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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	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/17/93

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





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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 REMOVED 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 Rollack and Gershon Kekst 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	

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Date sent: 6/16 Time sent: 4:50

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

From: Ginny Levi

Phone Number:

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Fax Number: (216) 391-5430

Comments:

SF + AH -

I finally got to see MLM. 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 send me a fax if this is incorrect. Talk to you tomorrow.

Ginny

P.S. How about holding the LC seminar on Aug. 30-31? We could plan on the 29th. Either date is OK for Chaim + Nancy, but Nancy can only attend if it's in Balt. No word yet from Mike. They're tied up today.

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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

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III. Plans for Aug. 26 CIJE Board Meeting	6b	MLM
IV. CIJE Board Membership		MLM
SHH memo re replacement of Gerald Cohen with Jay Davis and inclusion of 3 Lead Community execs and lay leaders at Board meetings	9	
V. Lead Communities Update		AH
VI. Proposed Staff Seminar and Seminar with Lead Communities		AH
VII. Update on CJF continuity commission		MLM/SHH

CIJE BOARD MEETING

AGENDA

August 26, 1993

Executive Committee

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

CIJE Board Meeting

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

Note:

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

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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. 30-31, 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

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Council for Initiatives
in
Jewish Education

Date sent: 6/16/93 Time sent:

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.

You should have all the pieces listed
in the "Tab" column. In addition, I
will have the 9/26 agenda draft
available.

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

Talk to you Thurs.

Ginny

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

DRAFT 6/14/93

AGENDA

CIJE STEERING COMMITTEE

June 17, 1993

7:30 AM

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

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	VFL
II. Minutes and Assignments of May 13, 1993	2,3	VFL
III. Plans for Aug. 26 CIJE Board Meeting	6b	MLM
IV. 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

4

MLM



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Council for Initiatives
in
Jewish Education

Date sent: 6/14 Time sent: 12:40 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:

Attached is proposed agenda
for our telecon this Wednesday.
Please let me know if you
will not be at the 618-728
number.


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

DRAFT 6/14/93

AGENDA
GIJE STAFF TELECON
June 16, 1993
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Assignment

- 
- I. Review minutes of June 8 VFL
 - II. Review assignments of June 8 VFL
 - III. Status reports on communities
 - A. Atlanta
 - 1. Conversation with D. Sarnat SHH
 - 2. Staffing issues
 - 3. Other
 - B. Baltimore
 - 1. Staffing issues
 - 2. Other
 - C. Milwaukee
 - 1. Reactions to Pekarsky memo
 - 2. Status of principals survey AH
 - 3. Other
 - D. Next joint meeting AH/VFL
 - 1. When
 - 2. Where
 - 3. Agenda
 - 4. Scheduling of future meetings now

IV. Aug. 26 Board Meeting

A. Proposed agenda

B. Contacts with campers

C. Lainer camper report

D. Materials to be mailed in advance; timing

V. Summer Staff Seminar

AH

VI. Discuss SE memo on Senior Advisors

SE

VII. Schedule next telecon

VFL

June 23 or 24 at 9 am?

June 30 at 9am?



CIJE BOARD MEETING

AGENDA

Executive Committee

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

CIJE Board Meetings

- I. Progress Report
- II. Centerpiece -- Report on Work in the Lead Communities (Chuck Ratner)
- III. Monitoring, Evaluation & Feedback Report
 - A. Update on Overall Project (Adam Gamoran)
 - B. "Teaser" -- Report on Educators' Survey (Ellen Goldring)
- IV. Update on Best Practices & Pilot Projects.
 - A. Mort will pick up the topics of staffing and of the role of CIJE in funding in his opening remarks.
 - B. Mort will pick up the topic of staffing in his opening remarks.
 - C. The suggested roles of committee chairs are O.K. at the meeting.
ie. EL Ritz to introduce Gamoran + Goldring, J Colmar to introduce B. Holte.

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Council for Initiatives
in
Jewish Education

Date sent: 6/10 Time sent: 4:00 p.m. No. of Pages (incl. cover): 1

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 Annette, Seymour!

Jon Woocher suggests that you call him at home on Sun., around 7:30 or 8:00 a.m. his time. He'll be traveling on Mon. + unavailable. His home number is 201-762-2535.

If there's any problem with this, please let either Jon or me know on Fri. and we'll try to find an alternative.

Hope you survived the visit!

Ginny

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this transmission, please call:

216-391-1852

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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 Annette -

The attached is a draft, not yet shared with
MLM. Will you have a revision of the
PERT chart (see item IV)? Anything else
to suggest?

Any chance of a response on Fri?

Thanks, Ginny

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

216-391-1852

DRAFT 6/10/93

AGENDA

CIJE STEERING COMMITTEE

June 17, 1993

7:30 AM

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

	<u>Tab</u>	<u>Assignment</u>
I. Master Schedule Control	1	VFL
II. Minutes and Assignments of May 13, 1993	2,3	VFL
III. Personnel Issues		MLM
A. CIJE Core Staff		
1. Developments on Director Search		
2. Status of Gail Dorph candidacy		
B. Lead Communities		
1. The need for someone devoted to the LC project in Atlanta		
2. The need for someone devoted to the LC project in Baltimore		
C. CIJE Board		
1. SHH memo re replacement of Gerald Cohen with Jay Davis and inclusion of 3 Lead Community execs at Board meetings [What about local lay leaders?]	9	
2. Replacement of partners' presidents as they rotate out of positions (e.g. Neil Greenbaum)		
IV. Proposed CIJE PERT chart		AH
V. Plans for Aug. 26 CIJE Board Meeting		MLM
VI. 1993-94 Budget		MLM

VII. Update on CJF continuity commission

MLM

VIII. Communications

Determine publics and next step for each

IX. Review Raw Material List and Prioritize

4

MLM



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Council for Initiatives
in
Jewish Education

Date sent:

Time sent:

No. of Pages (incl. cover): 16

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 team,
Enclosed are the minutes + assignments
from yesterday's telecon.

* Art Napatseh wonders if he could talk
with SF about the Spencer Foundation
on Sunday, 9 or 10 am Cleveland time.
Please let me know if this works, if
so the exact time of the call + whether
Art should call Seymour (phone #) or
Seymour will call Art (216-368-6947).

Thanks,
Ginny

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

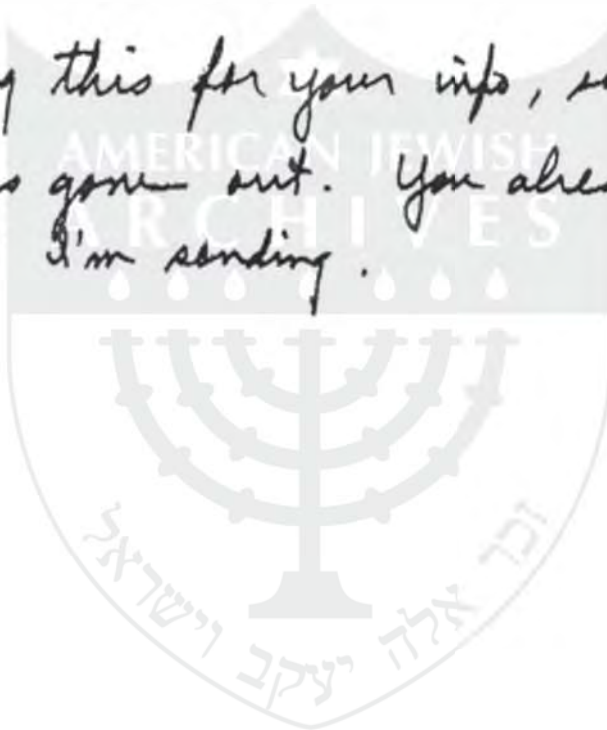
MEMO TO: Shulamith Elster, Seymour Fox, Annette Hochstein, Stephen Hoffman,
Barry Holtz, Morton L. Mandel, Shmuel Wygoda, Henry L. Zucker

FROM: Virginia F. Levi *VF*

DATE: June 9, 1993

Attached is a summary of the meetings held by Seymour Fox and Daniel Pekarsky in Milwaukee on May 21. This is the memo referred to in our telecon on June 8.

*I am sending this for your info, so you know
the memo has gone out. You already have
the document I'm sending.*



MINUTES: CIJE Staff Teleconference
DATE OF MEETING: June 8, 1993
DATE MINUTES ISSUED: June 9, 1993
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Virginia Levi, (Sec'y), Shmuel Wygoda
COPY TO: Morton L. Mandel, Barry Holtz

I The minutes and assignments of May 28 were reviewed.

II. Status Reports on Communities

A. Atlanta

1. SF reported an excellent conversation with Professor David Blumenthal of Emory University. They agreed to talk further over the summer about involving Emory in the training of personnel. SHH will report this progress to David Sarnat.
2. It was reported that Atlanta has now hired a planner who, although relatively junior in status, will take some of the burden off Lauren Azoulai. This will leave Lauren free to devote more of her time to the Lead Community project. The next commission meeting in Atlanta will take place in August.

B. Baltimore

1. AH reported on a conversation with Marshall Levin in which she reminded him of our concerns regarding staffing of the project. It was noted that Baltimore feels it is moving forward on schedule with the identification of lay leadership and establishment of a committee structure for the Lead Community project. It is our sense that Baltimore is moving forward with its strategic plan and progressing on the CIJE project as it complements that plan.

SHH will now talk with Darrell Friedman about our concern that the Lead Community project is secondary to the strategic planning process and that the project really needs a staff member devoted full time to moving it forward. In that conversation, SHH will propose a meeting on June 25 of himself and Darrell Friedman with SF and AH in Jerusalem.

2. It was reported that Baltimore has appointed Eileen Voglestein to chair their commission on Jewish continuity. She has expressed a strong interest in moving the project forward.

C. Milwaukee

- Assignment 1. Daniel Pekarsky has prepared a memorandum summarizing the meetings that he and SF had in Milwaukee. VFL will get the memo and circulate it to this group.

Assignment It was noted that while the lay leaders and Ruth Cohen are aware of Pekarsky's role with Milwaukee, it seems to be unclear to others. DP will be attending the June 16 commission meeting in Milwaukee, at which point this should be clarified. It was suggested that SE encourage Pekarsky and Roberta Goodman to work closely together.

2. SHH reported a conversation in which Howard Neistein asked which foundations are supporting CIJE projects as a means of helping to shape Milwaukee's planning. SHH suggested that Milwaukee proceed with its planning and that CIJE, probably through Pekarsky, will be in touch when there is relevant funding information to report.
3. SE has been working with Roberta Goodman and Ruth Cohen to draft a principal's survey. It has been sent to Ellen Goldring for her review. Ellen will have the next draft with her when she meets with SF and AH in Israel next week.
4. An agreement has been drafted for the analysis of the educators survey. As soon as it is signed by Milwaukee and returned, the analysis of the data will begin.
- Assignment 5. Milwaukee has a commission meeting scheduled for June 16 at which Jonathan Woocher will be speaking. It was agreed that AH will talk with Jon prior to that meeting to be sure that he is up to date on CIJE thinking.

III. Next Joint Meeting

Assignment It was suggested that VFL check with the communities on the possibility of holding a joint meeting immediately before or after the August 26 board meeting. VFL will discuss this further with SW and will then make the necessary phone calls.

It was suggested that a meeting of CIJE staff be held in Jerusalem in July or early August. This is to be discussed further at the next telecon.

IV. CIJE/CRB Relationship

It was noted that more work has to be done before we can move ahead with CRB on Israel experience for the Lead Communities. During meetings which MLM had with a number of the purveyors of Israel

experience programs in Israel, some new ideas were raised about how to proceed. This is to be discussed further at a future telecon.

V. Developments with Denominations

SF reported on his meetings with the Conservative and Orthodox movements and phone conversation with Sara Lee of the Reform movement. He felt that all three understood and agreed with the suggestion that there are two areas in which the denominations can be helpful in the Lead Communities. The first is in training (both pre-service and in-service) to prepare people to work on the areas of programmatic interest of each community. The second is to work with the communities in establishing goals for Jewish education, based on the work of denominations, the Mandel Institute, and others. It was noted that this work on goals will be important to David Hirschhorn's funding of evaluation.

VI. CAJE

Assignment

It was noted that CIJE has been represented at the annual CAJE conference since 1989 and that it would be important for Barry Holtz to participate this year. The meeting will be in San Antonio in August. It was agreed that Barry will complete the form for meeting attendance before proceeding further with any plans.

It was suggested that CIJE hold a reception for educators from the Lead Communities at the conference. This will be considered further.

VII. Miscellaneous

A. A question was raised about whether the Best Practices project on day schools will involve Torah Umesorah. There were plans to consult with Rabbi Fishman and his staff on this project. We will confirm with BH that this is still in the works. It was noted that Torah Umesorah is an important presence, especially in Baltimore, and that they should be included.

B. The status of the Torah Umesorah proposal was raised. It was reported that consideration is being given to MAF support. No final decisions have been made on this proposal.

C. It was reported that the Jim Joseph Foundation has responded to the proposal for work with day school principals, noting that they would like partners to help with the funding. It was suggested that, depending on the amount of match being sought, the Lead Communities might be asked to pay some tuition. HLZ will follow up with AJN for guidance on what the foundation is seeking.

Assignment

Communities might be asked to pay some tuition. HLZ will follow up with AJN for guidance on what the foundation is seeking.

It was noted that one logical partner would be the Jesselson Foundation. It was suggested that SHH and HLZ discuss with MLM whether we wish to approach the Jesselson family at this time.

It was suggested that we move forward with a meeting of MLM with Gershon Kekst to invite him to serve on the CIJE board prior to the August 26 meeting. It was also suggested that the recommendation to replace Gerald Cohen on the board be responded to relatively soon.

VIII. The next telecon is scheduled for Wednesday, June 16 at 9:00 a.m.





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/15/93	
2.	Encourage D. Pekarsky and R. Goodman to work closely together.		SE	6/8/93	6/16/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Gerald Cohen - done b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer - done g. S. Martin Lipset (with SF) - done h. Matthew Maryles		SE	2/25/93	7/15/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, discuss next steps on the Best Practice project.		SF	5/28/93	6/15/93	
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	6/20/93	
3.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
4.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
5.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL DATE 6/8/93

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



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with David Sarnat about the politics of the JCC search for Director of Jewish education and about SF's conversation with D. Blumenthal.		SHH	5/28/93	6/15/93	
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	6/15/93	
3.	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	6/15/93	
4.	With HL2, talk with MLM about the advisability of approaching Jesselson family to partner with Jim Joseph grant.		SHH	6/8/93	6/30/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	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.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a memo summarizing proposal on distribution of CIJE materials.		BH	5/28/93	6/10/93	
2.	With SF, discuss next steps on the Best Practices project.		BH	5/28/93	6/15/93	
-	Complete meeting attendance form for CAJE conference.		BH	6/8/93	6/15/93	
4.	With SF and AH, draft a job description for Barry Holtz.		BH	5/19/93	6/25/93	
5.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
6.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
7.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	



- ☐ ASSIGNMENTS
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☐ RAW MATERIAL
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
2.	Get memo on Milwaukee trip from D. Pekarsky and distribute.		VFL	6/8/93	6/10/93	
3.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
4.	With AH, develop a functional schedule for keeping Board and Executive Committee members informed.		VFL	5/19/93	6/15/93	
5.	Check with Lead Communities on date for next joint meeting.		VFL	6/8/93	6/16/93	
6.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph.		VFL	5/19/93	6/22/93	
7.	With AH, 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	6/25/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	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	
10.	Schedule a telecon with Executive Committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Establish a finance committee.		MLM	4/7/93	6/30/93	
2.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	
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	





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/8/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED 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	6/15/93	
2.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
3.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
4.	Clarify with AJN what Jim Joseph Fdn. means by "partners" for their grant.		HLZ	6/8/93	6/15/93	
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 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	2/25/93	7/15/93	
			HLZ	1/28/93	TBD	

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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: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Seymour,

Art Naparstek asks if you & he can talk either Wed. or Thurs. about the Spencer Foundation. Are you available any time on Wed., or Thurs. any time other than 12.-2:30 Cleveland time? Please let me know what's best for you and whether you'll call Art at his office (216-368-6947) or, if he should call you, where you'll be.

Thanks a lot.

Ginny

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Mandel Institute

מכון מנדל

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Fax: 972-2-619 951

Facsimile Transmission

To: Gunny Levy Date: June 8th 1993
From: Shmuel Wignall No. Pages: 1
Fax Number: 816 - 391-5430

Dear Gunny,

Regarding Aib Napierstek's request, Seymour will not be able to talk with him Wednesday or Thursday as he is busy day & night with ALEI. It will have to be rescheduled for some later date.

Best Regards.

Shmuel

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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 Oriana,

Here's the agenda for tomorrow's telecon.
I am assuming the call will be to 618-728.
Please let me know, if not.

Thanks,

Ginny

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this transmission, please call:
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DRAFT 6/4/93

AGENDA
CIJE STAFF TELECON
June 8, 1993
10:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Regrets: Barry Holtz

Assignment

- | | | |
|------|---|--------|
| I. | Review minutes of May 28 | VFL |
| II. | Review assignments of May 28 | VFL |
| III. | Status reports on communities | |
| A. | Atlanta | |
| | 1. Emory University discussions | SF |
| | 2. Conversation with D. Sarnat re JCC search | SHH |
| | 3. Staff to devote to Project | SE |
| | 4. Other | |
| B. | Baltimore | |
| | 1. Lay readiness to move ahead | SE |
| | 2. Issue of staffing; calls to Levin & Friedman | AH/SHH |
| | 3. Other | |
| C. | Milwaukee | |
| | 1. Educators survey/Principals survey | SE/VFL |
| | 2. Other | |
| D. | Next joint meeting | AH |
| IV. | CIJE/CRB Relationship | AH |
| V. | Developments with Denominations | SF |
| VI. | Should Barry go to CAJE? | SE |
| VII. | Schedule next telecon | VFL |
| | Return to Wed. and 9:00 AM? | |

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Comments:

*Assignments from May 2.8
telecon.*

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/7/93	
2.	With BH, follow up with Lauren Azoulai on staffing.		SE	5/28/93	6/8/93	
3.	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 g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93	7/15/93	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, discuss next steps on the Best Practice project.		SF	5/28/93	6/15/93	
2.	Talk with Sara Lee about the seminar and the role of denominations in the Lead Communities.		SF	5/28/93	6/15/93	
3.	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	6/15/93	
4.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
6.	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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

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

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

From: Ginny Levi

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Comments:

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Attached are :

1. Draft agenda for next week's telecon. Please let me know if you have any additions or corrections.
2. Memo from SRE on use of Senior Advisors. I haven't included it on this next agenda because of likely time shortage. It could be discussed at this or the next telecon.

Ginny

MEMORANDUM

TO: CIJE Telecon Participants
Henry Zucker, Steve Hoffman and Ginny Levi (Cleveland)
Seymour Fox, Annette Hochstein and Shmuel Wygoda
(Israel)
Barry Holtz (New York)

FROM: Shulamith Elster

RE: CIJE Senior Advisors

DATE: June 4, 1993

1. This brief memo is intended to provide the basis for a conversation on our telecon regarding the CIJE Senior Advisors, formerly the Senior Policy Advisors.
2. From time to time, over the past two and a half years, this group has received either "no attention" or "little attention." Its reason for existence - as a CIJE entity - has been uncertain though it has not been recommended - to the best of my knowledge - that we formally put the Senior Advisors "out of business."
3. Membership: To review.... the group consists of the professional heads of denominational and other organizations involved in formal and informal education (e.g., United Synagogue, UAHC, HUC, Reconstructionist, Torah Umescrah, CAJE, Hillel, BBYO, JCCA, JESNA), veteran professionals in the field including some who were Commissioners (e.g., Dubin, Ettenberg, Pakarsky, Reisman, Schiff, Elkin, Bieler), Federation execs (e.g., Shrage, Friedman) et. al.
4. Activities: To the best of my knowledge the advisors have met no more than twice each year. There has only been one meeting so far this year: actually two if you count the fact that they were invited to the Annual Meeting. Members served on the panels that reviewed the proposals for the Lead Communities Project and have participated in some of the activities regarding the involvement of the movements and denominations in the Lead Communities and we anticipated their involvement in aspects of the Best Practices Project.
5. At the last meeting of Senior Advisors held in New York, the agenda included a progress report on the Lead Communities Project, a presentation by Ellen and Roberta on Monitoring, Evaluation and Feedback and a presentation by Barry and Carol Ingall on the Best Practices in Supplementary Schools. Staff members and consultants who participated in the presentations and discussions that followed found the comments and suggestions valuable. They have informed our thinking about all three of the projects. The opportunity to make these

presentations to colleagues and to benefit from their reactions and advice is one significant reason to keep the group active and engaged.

6. The Advisors serve as our "ambassadors" to the larger community of colleagues who are relatively uninformed (actually, very uninformed) of the work of the CIJE. The Commission, A Time To Act and the initial year of the CIJE created an unparalleled level of interest and we have not done an effective job of public relations - to any of our publics - although this continues to be an agenda item for staff! The Advisors have helped and can help in this effort if we keep them informed and use what they have to offer --- counsel, connections, experience. In short, an active group of this type provides us with linkages to groups that I think continue to be important to our work.
7. In planning for the next year, it would be my recommendation to have the Advisors meet at least twice during the year as a group - perhaps once in conjunction with the Annual Meeting.
8. I think it important for Advisors to receive the regular progress reports to Board members.
9. Advisors might be asked to participate as members of the Advisory Committees for each of the projects though it should be clear that this is different from membership on a Board committee. Consideration might be given to committees that include both Board members and Advisors.
10. CIJE should continue to use Advisors on an ad hoc basis for specific assignments and perhaps these assignments might be expanded to include some Pilot Project activities in each of the Lead Communities.
11. Several members of the Senior Advisors group (e.g., Elkin, Bieler) might be asked for their comments and for suggestions for the future. I think this would be especially informative!

I look forward to our discussion at a future telecon.

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Date sent: 6/3

Time sent: 11:00

No. of Pages (incl. cover): 4

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

From: Ginny Levi

Phone Number:

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Fax Number: 0119722 619 951

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Comments:



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MINUTES: CIJE Staff Teleconference
DATE OF MEETING: May 28, 1993
DATE MINUTES ISSUED: June 2, 1993
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y),
Shmuel Wygoda
COPY TO: Morton L. Mandel, Henry L. Zucker

I. The assignments of May 19 were reviewed.

- Assignment
- A. SF and AH have talked with MLM about the CIJE/CRB relationship and suggest that this be discussed by this group at the next telecon.
 - B. SF reported briefly on meetings with the Conservative and Orthodox movements on preparations to work with the Lead Communities on goals and in-service education. He plans to discuss this with Sara Lee in the near future and suggested that this be discussed at the next telecon.

II. Follow-Up to Seminar and Ongoing Contacts with Communities

A. Milwaukee

SF reported on meetings he and Daniel Pekarsky had in Milwaukee on May 21. He felt that these meetings were valuable in the ongoing effort to establish a working relationship with the community. Daniel Pekarsky will now work with Milwaukee on moving the CIJE agenda forward.

SE is scheduled to be in Milwaukee on June 16 for a series of meetings. She will propose to Danny that he accompany her.

B. Atlanta

- 1. BH has had several conversations with Harry Stein, a faculty member at Emory University, about working in the area of personnel development. David Sarnat has approached another faculty member, David Blumenthal, and asked him to work with the project. It was agreed that SF will call Dr. Blumenthal, to encourage him to get involved with the project. [Later: SF spoke with Dr. Blumenthal, who was very cooperative. They agreed to meet when SF returns to the States.]

2. Atlanta is working with the local JCC to place a Jewish educator in that agency, a move which is threatening to the rabbis. David Sarnat has asked CIJE for help in finding examples of communities which have successfully involved their JCCs in Jewish education while maintaining good relations with the local congregations. BH offered to work on this as part of the Best Practice study being undertaken with JCCA.

Assignment

We were reminded to keep the core concerns of personnel development and community mobilization in mind as we decide which projects to undertake with a Lead Community. It was suggested that the situation in Atlanta cuts across both enabling areas, in particular because it has the potential to divide the community and interfere with the establishment of a wall-to-wall coalition. It was concluded that SHH will talk with David Sarnat about the politics of the JCC search to fill this position and will offer to be helpful in any way he can.

Assignment

3. Concern was expressed regarding the need for Atlanta to hire someone to manage the Lead Communities Project. It was noted that Atlanta has made a good faith effort to do so, but has not been successful. It was suggested that we place on our agenda the issue of helping Atlanta to identify a candidate, noting that this will be important as the agenda of Atlanta's commission is shaped. Until someone is found, it was noted that it will be important to work very closely with Lauren Azoulai in order to help focus her time on this project. It was agreed that SE and BH will follow up with Atlanta and report at the next telecon on next steps.

C. Baltimore

It was noted that Baltimore plans to launch its commission in September, but that they do not appear sufficiently focused on this effort. It was suggested that the problem is the lack of full time staff devoted to CIJE in Baltimore. In the absence of this staffing, it is not clear that anything significant will happen in September.

It was suggested that the way to move Baltimore forward is to have frequent, regular contact. This might involve BH traveling to Baltimore regularly interspersed with regular telecons with Israel.

Assignment

Assignment

It was agreed that SHH will discuss with Darrell Friedman the importance of assigning someone full time to this project. Prior to that discussion, AH will let Marshall Levin know that this is planned and will notify SHH when she has done so. As a follow up to the Hoffman/Friedman conversation, it is proposed that the two of them meet with SF and AH in Jerusalem when they are there in late June.

- D. The matter of when and where to hold the next joint meeting with the Lead Communities and the focus of that meeting was raised. It was

suggested that whenever such a meeting is scheduled, a meeting of the total CIJE staff should be scheduled to precede it. This will be discussed further at the next telecon.

III. August 26 Board Meeting

An agenda for the meeting is currently being drafted. SE will now draft a talk piece for use in contacting campers and preparing them for the meeting.

IV. Best Practices Time Table

Assignment Reference was made to a memo from Barry Holtz dated May 25 in which he summarized the status of work in each of the Best Practice areas and raised some concerns about how to proceed. The next step is for SF and BH to discuss this directly, after which it will be placed on the agenda of a future telecon.

V. Distribution of Materials

Assignment A. It was reported that the communities are asking for information on the Educated Jew project. It is expected that there will be materials for distribution in about two weeks.

B. It was noted that the availability of materials such as the report on Best Practices in Supplementary Schools is not widely known. We have the potential to impact Jewish education by more effective distribution of materials prepared for CIJE. BH will prepare a memo summarizing his proposal on the subject and it will be discussed at a future meeting.

VI. Future Meetings

There will be no staff telecon during the week of May 31. The next meeting will be scheduled at 10:00 a.m. on Tuesday, June 8.

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Shmuel Wygoda
Organization:

From: Ginny Levi

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Fax Number: (216) 391-5430

Comments:

Dear Seymour,

Here is the memo to MLM on the 8/26 agenda. If it looks OK to you, you thought you might deliver it to MLM + discuss it with him. Please let me know whether or not you do and, if you do, the outcomes.

Thanks. Hope all is well.

Ginny

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MEMO TO: Morton L. Mandel

DATE: June 2, 1993

FROM: Virginia F. Levi

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

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

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

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

Following are the items proposed for the Executive Committee:

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

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

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

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

III. Monitoring, Evaluation and Feedback Report

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

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

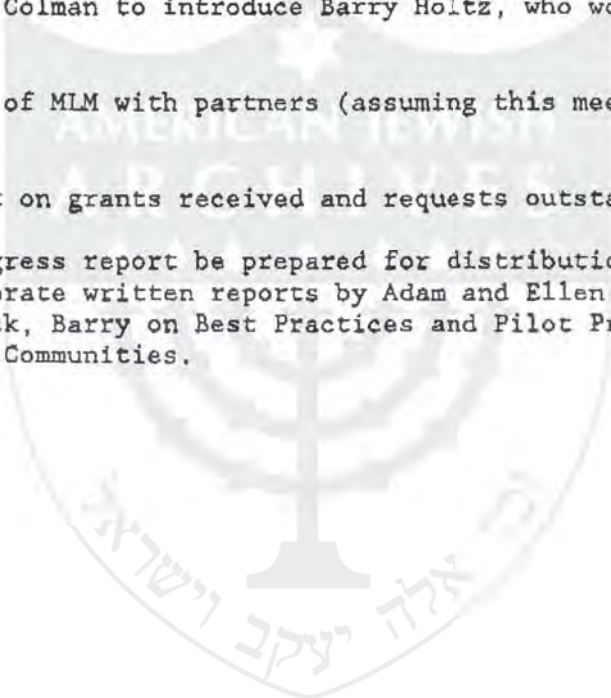
IV. Update on Best Practices and Pilot Projects

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

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

VI. Development report on grants received and requests outstanding

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



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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:

Here is the memo and 1st page of
minutes that goes with it.
Please see that Alan Hoffman
gets a copy. Thanks.

MEB

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Jaymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

MEMO TO: Participants in Lead Communities Consultation

FROM: Henry L. Zucker

DATE: June 2, 1993

HRZ

I was pleased with the meetings held in Cleveland on May 11 and 12 and hope you share my view that they helped to move the Lead Communities project forward. Enclosed are the minutes of those meetings.

Please note that the attached proposed calendar reflects the ideal toward which we intend to work. We will be in touch soon about scheduling future meetings of the group.

Best regards.

Minutes: **Lead Communities Consultation**

Date of Meeting: May 11-12, 1993

Date Minutes Issued: June 2, 1993

Participants Lauren Azoulay, Chaim Botwinick, Ruth Cohen, Shulamith Elster, Seymour Fox, Adam Gamoran, Jane Gellman, Ellen Goldring, Annette Hochstein, Alan Hoffmann, Stephen H. Hoffman, Barry Holtz, Virginia F. Levi (Sec'y), Marshall Levin, Arthur Naparstek, Daniel Pekarsky, David Sarnat, Louise Stein, Shmuel Wygoda, Henry L. Zucker

Copy To: Morton L. Mandel

I. Overview

A. Welcoming Remarks

Henry L. Zucker opened the meeting, reminding participants that the Lead Communities Project is a long-term effort to impact Jewish education for the entire North American Jewish community. It is being undertaken as a partnership among three local communities and CIJE, a continental organization. The need to reconcile the autonomy of the local communities with the agendas of continental organizations is evident, and will require adjustments as we progress, since it is a new kind of partnership between a national body and local communities.

The Commission on Jewish Education in North America reflected a serious concern for Jewish continuity among North American lay leadership, and a shift in perspective which places Jewish education at the top of the community agenda. This reflects a major change in the point of view of lay leaders. The Commission brought about a new alliance among educators, community lay leaders, family foundations, rabbis, religious leaders and other Jewish professionals. The result was a commitment to improve the quality and quantity of well-prepared and dedicated Jewish

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Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

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DATE: June 2, 1993

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Date of Meeting: May 11–12, 1993

Date Minutes Issued: June 2, 1993

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Copy To: Morton L. Mandel

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Minutes: **Lead Communities Consultation**

Date of Meeting: May 11–12, 1993

Date Minutes Issued: May 18, 1993

Participants Lauren Azoulai, Chaim Botwinick, Ruth Cohen, Shulamith Elster, Seymour Fox, Adam Gamoran, Jane Gellman, Ellen Goldring, Annette Hochstein, Alan Hoffmann, Stephen H. Hoffman, Barry Holtz, Virginia F. Levi (Sec'y), Marshall Levin, Arthur Naparstek, Daniel Pekarsky, David Sarnat, Louise Stein, Shmuel Wygoda, Henry L. Zucker

Copy To: Morton L. Mandel

I. Overview

A. Welcoming Remarks

Henry L. Zucker opened the meeting, reminding participants that the Lead Communities Project is a long-term effort to impact Jewish education for the entire North American Jewish community. It is being undertaken as a partnership among three local communities and CIJE, a continental organization. The need to reconcile the autonomy of the local communities with the agendas of continental organizations is evident, and will require adjustments as we progress, since it is a new kind of partnership between a national body and local communities.

The Commission on Jewish Education in North America reflected a serious concern for Jewish continuity among North American lay leadership, and a shift in perspective which places Jewish education at the top of the community agenda. This reflects a major change in the point of view of lay leaders. The Commission brought about a new alliance among educators, community lay leaders, family foundations, rabbis, religious leaders and other Jewish professionals. The result was a commitment to improve the quality and quantity of well-prepared and dedicated Jewish

educators and to mobilize the Jewish community to provide adequate financial and moral support for Jewish education.

Mr. Zucker noted that the Lead Community concept is a new one and that its implementation is bound to include some tensions between CIJE and the local communities. It will be important to discuss and resolve differences as we move forward. This seminar was intended to clarify the Lead Communities concept and to enhance the partnership between CIJE and the communities and among the three communities.

B. Introduction and Review of Materials

Following introductions of the participants in the workshop, Annette Hochstein reviewed the agenda, making clear that it was to serve as a starting point for these deliberations and was open to revision.

It was agreed that the primary goals of the consultation were:

1. To continue joint planning and intensify partnership.
2. To foster and develop relationship within and across Lead Communities and with the CIJE.
3. To agree upon the role, content, and method of implementation of each element involved in the Lead Communities project.
4. To develop an integrated joint action plan and calendar for each LC and for the three LCs and the CIJE for the next 18-24 months.

II. Partnership and Joint Planning

- A. Marshall Levin led a discussion intended to identify the partners in this project and their relationships. The initial discussion referred to the relationships among professionals involved in the project. His formulation, as modified through discussion, is as a series of concentric circles with communications flowing from the center. In the center are two circles of CIJE personnel and Federation senior staff in each Lead Community. Communications between these two groups are direct and comprehensive. Following, then, is a list of the groups within each circle working out from the center (see chart, attached).

1. CIJE
Professional staff (Cleveland and Jerusalem)
Consultants
Field Researchers
2. Federation senior staff
3. Senior educators and rabbis
4. Other educators, other Federation staff, and staff of other Federation-funded agencies
5. Informal Jewish education organizations, foundations, and universities

It was suggested that the Federation senior staff serve as the intermediaries between CIJE staff and all others in the community. Federation's role is to manage the process for a broader community. Ideas may come from the center of the circle, i.e. CIJE or Federation senior staff, or they may come from any other group within the community, in which case they will be brought to the CIJE by the Federation. In any case, buy-in and sign-off must occur with both CIJE and Federation senior staff.

It was suggested that this might be described as a "partnership with parity." Partners come together with different perspectives and work together to define the partnership from each perspective so that others can buy in.

It was noted that the model was being put forth as a communications tool, not necessarily a means for making policy decisions. It puts the burden on Federation senior staff to manage communication, probably by designing new and different modes of communicating within the community.

III. Elements of Systemic Change

Seymour Fox opened the discussion by reminding participants that the Commission on Jewish Education in North America had concluded that the basic elements necessary to upgrade the quality of Jewish education are *personnel* and *community mobilization*. These two elements have been identified by the Commission as "enabling options," i.e., options which enable 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.

For example, while considering a specific programmatic area of Jewish education, e.g. family education, a community would focus on personnel needs. The Best Practices Project could then help to identify a means of meeting those needs. It was suggested, however, that in order to bring about systemic change, the scope of the total Lead Communities discussion must be broad. The content component for work on personnel is the Best Practices Project. It was noted that there is a direct relationship, which was described as follows:

Personnel→needs “content”/Best Practices→scope→standards/quality

If, in the example, described above, a community were to come to CIJE with a serious interest in family education, CIJE would work with the community on how to approach personnel through family education. In order to bring about systemic change of sufficient scope, family education would be viewed within the larger picture of the community’s vision and goals.

The discussion concluded with a reiteration of the centrality of personnel and community mobilization to the work of the Lead Communities project.

IV. Calendar

A. CIJE Calendar

A proposed calendar of meetings of various groups related to the Lead Communities project was presented for discussion. It was proposed that key lay leaders and professionals of the Lead Communities and CIJE meet three times a year, including one meeting to be held in conjunction with the GA. The purpose of these meetings would be to bring lay people on board and get their input.

It was suggested that the key professionals of the Lead Communities and CIJE meet five times each year, for two or three days each time, to work together on the overall design of the project. In addition, CIJE staff would be in each Lead Community every four to six weeks.

It was suggested that the location of the joint meetings be rotated among the Lead Communities. This would save on expense while permitting the


communities to share their work. The issue of cost was discussed. It will be important to make the case for the centrality of these joint meetings in order for funding not always to be an issue. It was suggested that by dovetailing the meetings of lay leaders with those of professionals, some savings could be realized.

At the conclusion of the seminar, the proposed calendar was reviewed and revised to reflect deliberations. A copy of the revised calendar is attached.

B. Local Calendars

Each community was asked to outline its local calendar of Lead Community activities.

1. Milwaukee

- a. Commission—will continue to meet quarterly beginning June 1993
- b. Steering Committee—every six weeks (ongoing)
- c. Task Forces
 - 1. Personnel—on a two year time line
 - 2. Strategic planning—working on five year plan including visioning and goals project.
- d. Educators' Survey—administered now through June '93, data analysis Summer '93.
- e. Market analysis
Needs Analysis
following plan outline 
- f. Fund Development—beginning November '93

2. Baltimore

- a. The Center for Advancement of Jewish Education has just been formed (CAJE).
- b. CAJE will establish a CIJE committee—July 1, 1993.
- 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.

3. Atlanta

- a. Council on Jewish Continuity—continue to meet every two months.
- b. New director of Jewish Educational Service to begin July 15, 1993.
- c. Educators' Survey—administer in September '93.
- d. Task Force on Israel Experience—form in August/September '93.
- e. Task Force on Teacher Training—establish 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

In the discussion that followed, communities were asked to consider how their calendars work to further the goals of community mobilization and personnel development as two key enabling options. It was suggested that the local commissions consider these issues in relation to their current priority concerns. It will be important for CIJE to work closely with the local commissions as they set their agendas.

V. Lay Leadership Relationships

A chart for communications among lay leaders was designed to parallel the chart designed for professional staff. The concentric circles of a parallel chart move from the center outward as follows:

A. CIJE

Board members

B. CJF and Local Federation Leadership

(As with the professional staff, these first two groups would work together closely)

C. Local congregations and synagogues plus continental denominational leadership; local schools and agencies; informal Jewish education organizations; national Jewish education organizations (e.g., JESNA, JCCA, Hillel, etc.); universities.

D. Foundations cut across all these lines.

It was suggested that the model for lay leaders requires further refinement.

VI. Goals Project

Seymour Fox described a project of the Mandel Institute on “the educated Jew.” This is a theoretical approach to the desirable products of Jewish education. It grapples with such issues as what might be the ideal outcomes of Jewish education and what might an educated Jew look like.

As this project is unfolding, CIJE is working with the major training institutions and denominations for help in defining goals for their own groups. Each movement is working on its own set of objectives which will be available for local denominational groups to use.

Discussion focused on the importance of goals for the measurement of outcomes. It was noted that this will be an ongoing discussion as this project unfolds.

VII. Funding and Fundraising

Art Naparstek reported on his activity related to fundraising for CIJE. He is in touch with both Jewish foundations and secular funding sources for support of various aspects of the project. In addition, it was suggested that we should work together to tap into sources of local community support and Federation endowments.

It was suggested that ongoing support for the Lead Communities Project should be sought locally, while national sources might be approached to support innovative ideas. The approach to national foundations should be coordinated through CIJE, which can help by demonstrating the potential for impact beyond the local communities.

It was suggested that a development committee be established within CIJE, to include representatives of the Lead Communities as well as the CIJE board. This committee would go to the Lead Communities to challenge their peers to support the project.

The role of CIJE is to work with national foundations where there is a specific focus and to help the local communities develop a coordinated approach to certain foundations which would be more interested in a project which spans the communities. At the same time, individual communities will have their own interests and should be able to approach CIJE for assistance in submitting proposals to foundations.

VIII. Additional Issues

A. Definition of the Feedback Loop

It was noted that there is a field researcher in each of the three communities for the Monitoring, Evaluation and Feedback Project. Among the tasks of the field researcher is to observe work related to the Lead Communities project and continually feed in useful information on a timely basis. As the project moves forward, feedback should be provided on a monthly basis to designated CIJE and Federation senior staff and lay leadership. This process should highlight issues raised by the Lead Community as well as those which the field researchers believe are important to address. At present, this is a process of monitoring and feedback. Evaluation can begin once the goals of the project are more clear.

A survey is being conducted on the professional lives of educators in each of the communities. The first round of the Educators' Survey will entail formal educators. The Educators' Survey will provide information to the community about the following items on Jewish educators:

- Their perceptions of Jewish education
- Their current and prior experience
- Their training and staff development experience
- The schools they work in
- Their personal background.

As a report is drafted, CIJE will check with each community to determine issues which should be addressed.

B. Definition of a Lead Community Project

It was noted that in the excitement of the identification of each community as a Lead Community, projects are being initiated and identified as "Lead Community projects" by people or organizations in a particular community without these necessarily going through any process of content, quality control or sign-off by either the community or CIJE that would make it part of the LC Project.

It was suggested that CIJE and the local community be open to requests for the names of people who might be helpful in the development of a

project. However, in order for any project to be a “Lead Community project,” it must fit within the goals of the LC project and its specific plans. Guidelines should include the following:

1. Process—has to fit within the plans defined by the local CIJE commission.
2. Content—has to fit within the enabling options.
3. Scope—has to be strategic, with potential for long-term impact.
4. Quality—has to fit within the goals of the Lead Communities project.

If a CIJE consultant or staff member is approached by someone in a Lead Community for advice on a project, that person should report this to the local Federation contact for follow-up—outside the Lead Communities process.

C. Vision

Besides the goals project described earlier in the seminar, it was noted that 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. It was suggested that it is important to set forth the ideal in order to develop the strategies necessary to move forward.

D. Concluding Remarks

It was reported that Shulamith Elster has decided that the time has come for her to work closer to home. She will be available to work with CIJE on special projects in the future, but will be leaving her role as Education Officer for CIJE. All present noted their gratitude for the work she has done in moving this project forward and in being the CIJE’s link to the communities.

At the conclusion of the meeting it was suggested that participants take some time to reflect on the deliberations and to absorb what was said, following which decisions should be operationalized by CIJE and Federation senior staff. This was seen as the first of a series of meetings to help us move forward together toward a common goal.

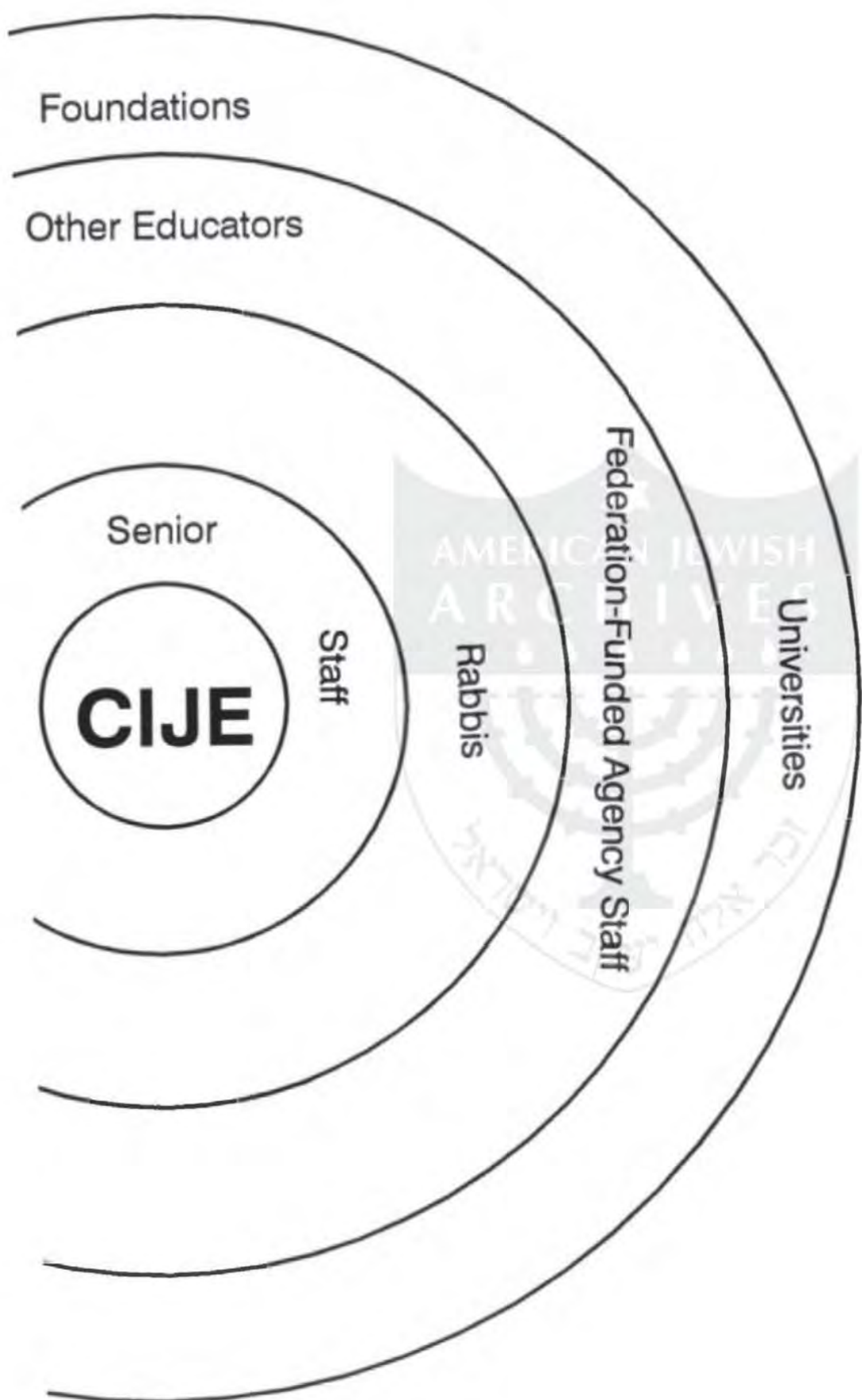
Draft 2

PROPOSED CALENDAR OF MEETINGS LEAD COMMUNITIES AND CIJE

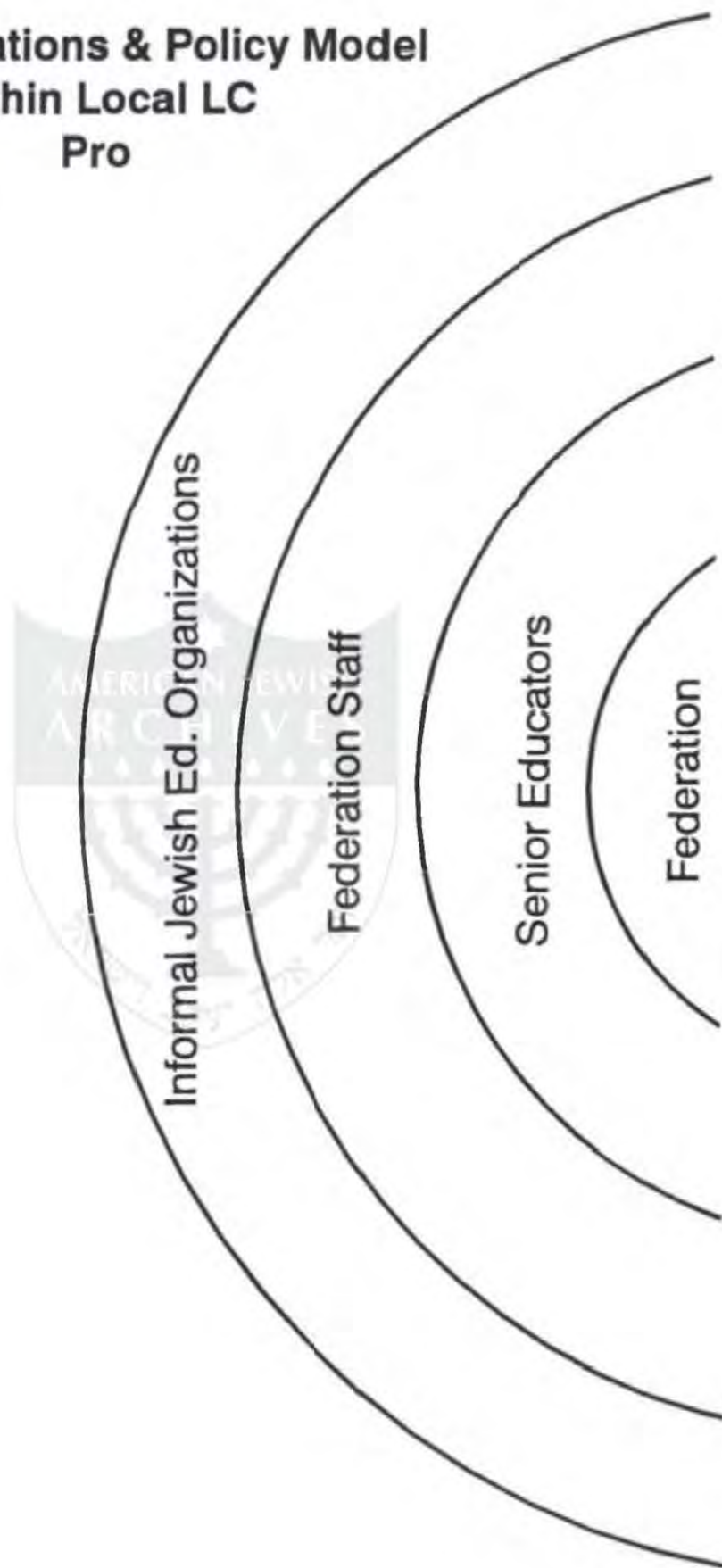
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**Communications & Policy Model
Within Local LC
Pro**



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Council for Initiatives
in
Jewish Education

Date sent: 6/11

Time sent: 10:00

No. of Pages (incl. cover): 3

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:

Here is the progress report sent to the Executive Committee. The Board letter was the same, except for the second sentence of IP1.

Shmuel - Milwaukee has a question about who owns the data on the educators survey. I'll try to get them to move on analysis without an answer to this question, but if you can ask SF for his response, it might help to move this forward.

Thanks,
Ginny

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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

TO: CIJE Executive Committee

FROM: Morton L. Mandel, Chair

Vice Chairs
Charles Goodman
Neil Greenbaum
Matthew Maryles
Lester Pollack

SUBJECT: Progress Report

DATE: May 28, 1993

Honorary Chair
Mr. Fisher

We are pleased to report to you on the activities of the Council for Initiatives in Jewish Education since the last Board meeting on February 25. The next Executive Committee and Board meetings are scheduled for 9:30 a.m. to 4:00 p.m. on Thursday, August 26, at UJA/Federation of Jewish Philanthropies, 130 East 59th Street, New York City. Please save the date.

Board
David Arnow
Daniel Bader
Mendell Berman
Charles Bronfman

Lead Communities

Gerald Cohen
John Colman
Maurice Corson
Susan Crown
Irwin Field

The Lead Communities Project remains the focus of CIJE activities, and in each of the three Lead Communities--Atlanta, Baltimore and Milwaukee--activities are under way to develop these cities as local laboratories for Jewish Education.

Alfred Gottschalk
Arthur Green
Thomas Hausdorff
David Hirschhorn
Henry Koschitzky

In Atlanta, under the able chairmanship of Dr. William Schatten and with the strong leadership of Board member Gerald Cohen, the Commission on Jewish Continuity has begun its work on the Lead Community Project and in the development of lay and professional leadership for Atlanta's education agenda for the year 2000.

Mark Lainer
Nathan Lamm
Norman Lipoff
Seymour Martin Lipset

In Baltimore the official "launch" of the project will take place in the Fall under the leadership of Leroy Hoffberger. This initiative will closely follow the release of the community's Strategic Plan for Jewish Education, an ambitious undertaking that has taken some four years to complete, and has involved all aspects of Jewish education in the community. The CIJE project will now focus on the personnel and community mobilization aspects of this plan.

Florence Melton
Melvin Merians
Charles Ratner
Esther Leah Ritz
Richard Scheuer
Ismar Schorsch
Isadore Twersky
Bennett Yanowitz

In Milwaukee the Commission on Visions and Initiatives in Jewish Education, the local Lead Communities coordinating body, has been actively led by co-chairs Louise Stein and Jane Gellman. They have assembled and are working with a Steering Committee and a local Commission that represents many of the elements of the Milwaukee Jewish community. With the support of the Helen Bader Foundation, Milwaukee has a full-time professional director of the Lead Communities Project.

Each of the three communities has been visited several times over the past several months by the CIJE staff and consultants, and we are pleased with the partnerships and the collaboration that have begun.

This report is being written just days following the conclusion of a most productive working seminar of the key professional leadership of the communities, with staff and consultants of the CIJE. The agenda was developed in collaboration with the three communities, so that following the meetings in Cleveland each of the communities and the CIJE would have a calendar and action agenda for the year ahead.

In addition to informative updates from the field researchers on progress in each of the communities, the topics and issues focused on systemic approaches to change through the "enabling options" (personnel development and community mobilization) and the integration of the CIJE projects-- Best Practices; Monitoring, Evaluation and Feedback; and a new project being designed to help the communities set long term goals with the involvement of the institutional and denominational resources marshalled by the CIJE.

Best Practices Project

Critical to the success of the Lead Communities Project are the continuing activities of the CIJE in the area of Best Practices. Since the Annual Meeting, the project has been active in the implementation of best practices in supplementary schools, and in the development of consultations in the areas of day schools and college campus activities. We anticipate the publication -- in the coming months--of the materials on Early Childhood education, an area that has been identified as of concern and interest to the communities and the field. To date, the day school consultation has involved educators from the Orthodox community--convened by Yeshiva University--and the Conservative movement through the efforts of the Solomon Schechter Day School Association. Similar consultations involving the Reform community and community day schools will be convened in the near future. The campus consultation was convened by the Hillel Foundation and included Hillel directors and campus professionals from throughout the country. Additional meetings are planned in both areas.

Monitoring, Evaluation and Feedback

The Field Researchers have been in their assigned communities since the project began, collecting baseline data for use in monitoring progress and providing feedback to both CIJE and the communities as we move ahead. Community representatives worked with CIJE consultants to design an educators survey to be administered this spring (in Milwaukee) and next fall (in Atlanta and Baltimore). The results, when analyzed, should provide us with extremely useful information on which to base our plans for future personnel training.

So far, so good. We look forward to sharing more detail on these activities at our August 26 meeting in New York.

Warmest personal regards.

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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: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Seymour,

I was to send you the attached, for your comments, before sending it to M.L.M. I'd appreciate any suggestions. Is it something you want to share with him in Israel or should I wait until he's back?

Would you please let Caroline know that there are no hiss on Jack + Joe Mandel.
Sorry.

Hope all goes well.

Warmly,
Ginny

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this transmission, please call:
216-391-1852

MEMO TO: Seymour Fox

DATE: May 26, 1993

FROM: Ginny Levi *Ginny*

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

Following is a memo I propose to send to MLM, with your approval or corrections:

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

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

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

Following are the items proposed for the Executive Committee:

- I. Update on personnel (SF - I added this in light of developments)
- II. Approval of fiscal 1993-94 budget.
- III. Discussion of CIJE as a fund raiser, not a funder, for the Lead Communities.
- IV. Development report by AJN.

We propose the following for the Board meeting:

- I. Progress Report
- II. Centerpiece - Report on work in the Lead Communities (we suggest that Chuck Ratner present the report with careful preparation by CIJE staff.) Items to be covered would include:
 - A. The establishment of local coalitions *By Levine & action plan.*
 - B. Educators' Survey
 - C. Progress of local commissions

We may wish to invite one or all three of the Communities to respond to Chuck's report.

III. "Teaser" report on Educators Survey

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

IV. Update on Best Practices and Pilot Projects

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

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

VI. Development report on grants received and requests outstanding

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

(06)



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**Council for Initiatives
in
Jewish Education**

Date sent: *5/26* Time sent: *9:45* 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:

*For discussion at
Friday's telecon*

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216-391-1852

May 25, 1993

To: CIJE staff and consultants
From: Barry W. Holtz
Re: Next Steps: Best Practice

During the past few months, I've been very involved with visits to the Lead Communities and during this time, ongoing work on Best Practices has been slow. Starting July 1, I am full time with CIJE and therefore (I hope), I should be able to balance the Lead Communities piece and the Best Practices piece in a better way.

As you will recall, we identified eight different areas to explore in best practice. Here is an update on our current situation.

1) Supplementary schools

Version one is published. Please note that there are still two more reports outstanding and many other places have been proposed. If we're serious about making this an evolving project, (subsequent iterations, as we've been saying) we will eventually need another "round". In the meanwhile, however, we can put this on the back-burner.

2) Early childhood programs

Reports have been finished. They need editing, but we should have a publication similar to the Supplementary School volume by the August Board meeting.

3) JCCs

This was put in the hands of the JCCA and they've been slow. They should have results of their survey of JCCs very soon, but a writing up process will have to take place in the fall, perhaps with visits.

4) Day schools

A complicated project, but it has been launched. It's pretty clear that we have to go the denominational route here. Shulamith and I have met with a group of Orthodox day school folks at YU; we've met with Bob Abramson; I've met with Michael Zeldin (re Reform); still to come (in the fall): a meeting with Conservative educators similar to the YU meeting, a meeting with JESNA folks concerning "non affiliated" day schools; visits and writeups. My guess is that this will/should take place in fall with finished products in the winter.

5) College campus programming

SE and I met with Hillel people and should be able to launch visits and write-ups in the fall.

6) Camping/youth programs

Next year we need to start this process. I think gathering the right players will be relatively easy.

7) Adult education.

Next year we need to start this process. Here gathering the players might be difficult: we need to think about adult ed in synagogues of various stripes, free floating programs like Wexner Heritage and CLAL, Hebrew Colleges, (JCCs?--if not covered in the JCC area), study experiences in Israel?

8) The Israel experience

Here I need help: We have the Cohen/Wall paper in draft form. Is it finished? What is the relationship of this area to CRB, if anything.

Finally, I strongly recommend that we add a ninth area-- Community-Wide initiatives using JESNA's help. This refers to Jewish education improvement projects at the Federation or BJE level, particularly in the personnel or lay development area. Examples: the Providence BJE program for teacher accreditation; the Cleveland Fellows; projects with lay boards of synagogue schools run by a BJE; salary/benefits enhancement projects. JESNA is not looking to get paid for this, but would want CIJE to subvent travel costs for doing write-ups.

Problem: I'm afraid we're going to run short of the potential "report writers" by going back again and again to "the usual suspects" (the Joe Reimers and Carol Ingalls). This could slow things down.



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Comments:

*This goes with agenda for
telecon. MEB*

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**CALENDAR
LEAD COMMUNITIES AND CIJE**

1993-94

MEETING	May	June	July	Aug.	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1. Key Lay Leaders & Pros - LCs & CIJE (2x/yr. [Feb. & Sept.] + SA)					X		X			X		
2. Ke, Professionals LCs & CIJE (5x/yr)	X		X		X		X			X		
3. CIJE Staff to each C (Every 4-6 weeks) Atlanta Baltimore Milwaukee		X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X
4. Educators' Survey Atlanta Baltimore Milwaukee												

7/21/93

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Council for Initiatives
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Jewish Education

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Shmuel Wygoda
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Fax Number: (216) 391-5430

Comments:

Dear Annette / Caroline,

- ① Pelton's check was paid on Mar. 25. I am attaching a copy of cancelled check. Let me know if you need anything else.
- ② Am attaching agenda + related materials for Fri. telecon. Will call SF+AH at 618-728 and SW at 931-874.

*2 NO PT
Ginny*

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

216-391-1852

AGENDA
CIJE STAFF TELECON
May 28, 1993
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda

Regrets: HLZ

	<u>Assignment</u>
I. No review of minutes [They relate to plans for seminar.]	VFL
II. Review assignments of May 19, 1993	VFL
III. Follow up to seminar (Revised calendar attached)	AH
IV. Ongoing contacts with communities	AH
V. Camper contacts: Time to plan for Aug. 26 Board meeting	VFL
VI. Timetable for Best Practices studies	BH
VII. Status of senior policy advisors group	SE
VIII. Distribution of CIJE materials: Should we publicize availability?	BH
IX. Schedule next telecon	VFL



PREMIER INDUSTRIAL CORPORATION

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

23890 (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 ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none">a. Gerald Cohenb. Susan Crownc. Arthur Greend. Neil Greenbaume. Thomas Hausdorfff. Mark Lainerg. S. Martin Lipset (with SF)h. Matthew Maryles		SE	2/25/93		





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.3
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 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
2.	Interview Gail Dorph for position working with Lead Communities.		SF	5/19/93	5/20/93	
3.	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	5/28/93	
4.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/28/93	
5.	With AH, write a job description for Barry Holtz.		SF	5/19/93	6/01/93	
6.	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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
2.	With SF, write a job description for Barry Holtz.		AH	5/19/93	6/1/93	
3.	With VFL, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		AH	5/19/93	6/10/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
5.	With VFL, develop a functional schedule for keeping Board and Executive members informed.		AH	5/19/93	6/15/93	
6.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
7.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	



- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93		
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	5/28/93	
3.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
4.	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	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
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☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make additional assignment sheet to list proposal submitted to CIJE.		VFL	5/19/93	5/21/93	
2.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
3.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
4.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
5.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
6.	With AH, develop a functional schedule for keeping Board and Executive members informed.		VFL	5/19/93	6/15/93	
7.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph if SF is satisfied with interview.		VFL	5/19/93	6/17/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	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	10/01/93	



- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
10.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	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 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93		
2.	Establish a finance committee.		MLM	4/7/93	6/30/93	
3.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93		
2.	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	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
5.	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	

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Council for Initiatives
in
Jewish Education

Date sent: 5/24 Time sent: 2:45 No. of Pages (incl. cover): 3
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

MEMO TO: Adam Gamoran, Barry Holtz
FROM: Virginia F. Levi *Virginia*
DATE: May 24, 1993
COPY TO: Annette Hochstein, Stephen Hoffman, Morton Mandel,
Barry Reis, Henry L. Zucker

We are working now to establish the budget for CIJE for the fiscal year beginning July 1, 1993. For this purpose, we ask that you complete the enclosed CIJE project budget worksheet and return it (leaving the Account Number column blank) by June 7 in an envelope marked "personal and confidential" to:

CIJE
1750 Euclid Avenue
Cleveland, Ohio 44115
Attention: Barry Reis

In addition to the information requested on the form, please attach the following:

1. A detailed schedule (by individual or firm) of salaries and/or consultant fees included in the budget.
2. The basis for any allocations of costs between projects.
3. Explanation of expenses over \$10,000 in any single budget line.
4. A list of all revenue sources, if any, and expected dates of payment.

As you know, we are developing these systems as we move forward. If you have any questions or suggestions for this process, please feel free to call either Barry Reis or me. We will do our best to help.

4/93 DRAFT

EXHIBIT A

DATE SUBMITTED _____

COMPLETED BY _____

CIJE PROJECT BUDGET WORKSHEET
(ATTACH ALL SUPPLEMENTAL INFORMATION)

PROJECT NAME _____

ACCOUNT NUMBER	EXPENSES	ACTUAL 7/1/92 - 6/30/93 (IF AVAILABLE)	PROJECTED 7/1/93 - 6/30/94	COMMENTS
	Salaries			
	Fringe Benefits			
	Consulting Fees			
	Meetings & Travel			
	Equipment			
	Supplies			
	Phone & Fax			
	Mailing Costs			
	Printing & Copying			
	Public Relations			
	Publications			
	Secretarial Services			
	Miscellaneous			
	TOTAL EXPENSES			
	Revenues (attach list)			

REVIEWED BY _____ DATE _____
 APPROVED BY _____ DATE _____
 TRUSTEES APPROVAL _____ DATE _____

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Council for Initiatives
in
Jewish Education

Date sent:

Time sent:

No. of Pages (incl. cover): 20

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 Annette,

Here is a draft progress report for your review. A variation to Board members is the same, except that the second sentence has been revised appropriately.

MLM has already seen and approved this, so I hope you can respond quickly and only change errors in fact. I should have given it to you, first, but in light of your schedule & his, I couldn't.

Anyway, I look forward to your quick response.

Thanks,

Ginny

P.S. Minutes
& assignments of
steering committee
are attached.
S

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

DRAFT

Memorandum

TO: CIJE Executive Committee
FROM: Morton L. Mandel, Chair
SUBJECT: Progress Report
DATE: May 17, 1993

We are pleased to report to you on the activities of the Council for Initiatives in Jewish Education since the last Board meeting on February 25. The next Executive Committee and Board meetings are scheduled for 9:30 a.m. to 4:00 p.m. on Thursday, August 26, at UJA/Federation of Jewish Philanthropies, 130 East 59th Street, New York City. Please save the date.

Lead Communities

The Lead Communities Project remains the focus of CIJE activities, and in each of the three Lead Communities--Atlanta, Baltimore and Milwaukee--activities are under way to develop these cities as local laboratories for Jewish Education.

In Atlanta, under the able chairmanship of Dr. William Schatten and with the strong leadership of Board member Gerald Cohen, the Commission on Jewish Continuity has begun its work on the Lead Community Project and in the development of lay and professional leadership for Atlanta's education agenda for the year 2000.

In Baltimore the official "launch" of the project will take place in the Fall

under the leadership of Leroy Hoffberger. This initiative will closely follow the release of the community's Strategic Plan for Jewish Education, an ambitious undertaking that has taken some four years to complete, and has involved all aspects of the education community.

In Milwaukee the Commission on Visions and Initiatives in Jewish Education, the local Lead Communities coordinating body, has been actively led by co-chairs Louise Stein and Jane Gellman. They have assembled and are working with a Steering Committee and a local Commission that represents many of the elements of the Milwaukee Jewish community. With the support of the Helen Bader Foundation, Milwaukee has a full-time professional director of the Lead Communities Project.

Each of the three communities has been visited several times over the past several months by the CIJE staff and consultants, and we are pleased with the partnerships and the collaboration that have begun.

This report is being written just days following the conclusion of a most productive working seminar of the key professional leadership of the communities, with staff and consultants of the CIJE. The agenda was developed in collaboration with the three communities, so that following the meetings in Cleveland each of the communities and the CIJE would have a calendar and action agenda for the year ahead.

In addition to informative updates from the field researchers on progress in each of the communities, the topics and issues focused on systemic approaches to change through the "enabling options" (personnel development and community

mobilization) and the integration of the CIJE projects-- Best Practices; Monitoring, Evaluation and Feedback; and a new project being designed to help the communities set long term goals with the involvement of the institutional and denominational resources marshalled by the CIJE.

Best Practices Project

Critical to the success of the Lead Communities Project are the continuing activities of the CIJE in the area of Best Practices. Since the Annual Meeting, the Best Practices Project has been active in the development of consultations in the areas of day schools and college campus activities. We anticipate the publication --in several months--of the materials on Early Childhood education, an area that has been identified as of concern and interest to the communities and the field. To date, the day school consultation has involved educators from the Orthodox community--convened by Yeshiva University--and the Conservative movement through the efforts of the Solomon Schechter Day School Association. The campus consultation was convened by the Hillel Foundation and included Hillel directors and campus professionals from throughout the country. Additional meetings are planned in both areas.

Monitoring, Evaluation and Feedback

The Field Researchers have been in their assigned communities since the project began, collecting baseline data for use in monitoring progress and providing feedback to both CIJE and the communities as we move ahead. Community representatives worked with CIJE consultants to design an educators

survey to be administered this spring (in Milwaukee) and next fall (in Atlanta and Baltimore). The results, when analyzed, should provide us with extremely useful information on which to base our work in the Lead Communities.

So far, so good. We look forward to sharing more detail on these activities at our August 26 meeting in New York.

Warmest personal regards.



MINUTES: CIJE Steering Committee

DATE OF MEETING: May 13, 1993

DATE MINUTES ISSUED: May 19, 1993

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

I. The master schedule control, minutes and assignments of April 15 were reviewed.

- A. Ellen Goldring has been asked to identify a social scientist to do the statistical analysis of the educators survey. This will be done at the expense of the Lead Communities. Thereafter, Adam Gamoran and Ellen Goldring will write the evaluation.

It was suggested that CIJE is missing an opportunity to write papers and contribute to the body of knowledge related to this project. It was noted that Adam Gamoran and Ellen Goldring will use this data for the eventual preparation of such papers. It is possible that the Spencer Foundation will provide funding for such analysis.

Assignment

- B. MLM will meet with SHH and HLZ to discuss the status of the CJF Commission on Jewish continuity and our response. We should help Marty Kraar respond to community pressure.
- C. MLM will talk with Erica Jesselson about an appropriate member of the family to appoint to the CIJE Board in place of Ludwig.

Assignment

Assignment

- D. VFL will make an additional assignment sheet entitled Open Grant Requests on which proposals submitted to CIJE will be listed. AGK will add a review of these proposals to the next Philanthropic Steering Committee agenda.

II. Report on Lead Communities Seminar

Annette Hochstein reported on the meetings of May 11 and 12 with CIJE staff and consultants and representatives of the three communities. The purpose of the seminar was to move us forward on the path toward ongoing partnership. A preliminary meeting in Jerusalem, attended by Marshall Levin of Baltimore, provided the basis for the agenda of the seminar. The objectives were to develop an action plan and calendar for the next two years.

Attendance at the seminar was good, including the full time professional and two lay leaders of the Milwaukee project, the head planner and educator from Baltimore, and the professional in Atlanta assigned part time to this project as well as David Sarnat, Atlanta Federation Exec, for the second half of the seminar.

The seminar achieved an understanding of the need for ongoing conversations and resulted in an agreement to a series of meetings over the next twelve months to manage the process and to shape a common understanding. In addition to meetings of the central pros from each community, a schedule of three meetings to bring the lay and professional leaders of CIJE and the three communities together was established.

Assignment The importance of getting the message to a broader group of people was emphasized. It was reported that the participants in the seminar now understand the centrality of personnel development and community mobilization. It was suggested that this message should be disseminated more broadly. A list of people to receive a written communique and a draft of such a communique will be developed.

Assignment It was suggested that we invite a small group of people to meet with MLM at the Quarterly for an update. It was agreed that this will be arranged.

It was noted that the arrangements at Federation worked well and that the staff was extremely helpful.

III. Review Draft CIJE PERT Chart

A. A Draft of a CIJE time line was presented and discussed. It was suggested that the time line be simplified to include only major headings and items with specific completion dates. A functional schedule should then be prepared to support each item with detailed logistics and an action plan.

Assignment It was suggested that VFL and AH develop a functional schedule for keeping our Board and Executive Committee members informed. This might include four letters per year to Executive Committee members, two letters per year to Board members, and Camper contacts, including the preparation of appropriate talk pieces. In addition, the chairs of the three committees should be briefed.

B. Lead Communities

Assignment It was reported that the Lead Communities are asking for our help in articulating local goals and a mission statement. It was suggested that if we can get the lay leaders in each Lead Community to work through goals, we will have moved this process forward significantly. It was noted that we need a mission statement for the Lead Communities project. AH will prepare a draft.

C. Monitoring, Evaluation and Feedback

There will be monthly meetings (probably telecons) to provide feedback to CIJE and each Lead Community. It was suggested that there should be a presentation on the project to the Executive Committee twice a year and that the chair of the Monitoring, Evaluation and Feedback Committee should report to the Board periodically. We expect to be ready to report at the February Board Meeting on both the qualitative and quantitative surveys on educators.

D. Local Staffing

It was reported that Alan Hoffman has identified several people about to enter the Senior Educators Program at the Melton Center who are available to move to a Lead Community following their year of study. The communities are being encouraged to hire these people before they begin the course so that they can spend the year preparing. In light of the slow pace at which the communities are moving, it was suggested that Steve Hoffman and Alan Hoffman confer by telephone with the chief professional of each community and encourage them to move this process along.

Assignment

Assignment
Assignment

- E. AH will now prepare a second draft of the time line. She and VFL will work together to develop a plan to support each of the items on the chart. These will then be reviewed and prioritized.

IV. CIJE Organization Matters

A. Executive Search

It was reported that one candidate was to be interviewed on May 13 and that other names have been raised. It was suggested that AGK draft an ad for insertion in the New York Times, the Chronicle of Higher Education, and the Chronicle of Philanthropy. AGK will consult with Art Naparstek as she drafts the ad and will submit the draft to the CIJE Steering Committee for review.

Assignment

B. Best use of Barry Holtz

It was noted that when Shulamith Elster departs, there will be "a void at the end of the phone line." We need to help the Lead Communities implement programs within the context of a local wall-to-wall coalition.

Barry Holtz will serve as Chief Education Officer and will move content forward through implementation of the Best Practices and Pilot Projects. He will not be in a position to work with the Lead Communities on planning and organizing. In addition to the function Barry will perform, we need someone to help insure that each local commission is correctly composed, to provide guidance in setting the agenda of the local commissions, and to help the Lead Communities in

planning. In addition, there will be educational projects to be implemented in the Lead Communities for which we require coordination.

Several scenarios were proposed for filling these needs. It was concluded that SF would interview Gail Dorph with an eye toward her taking this on as a full time job. It was the sense of those who know her that she is clearly capable of implementing educational projects and that if she doesn't know planning, she could learn it.

Assignment
Assignment

SF will interview the candidate on May 20. If he is satisfied with her candidacy, VFL will arrange for SBH, SHH, MLM, HLZ, and herself to talk with her.

Assignment
Assignment

AGK will do a PNJ-1 for this position, which will be called Lead Communities Project Officer. SF and AH will write a job description to clarify the role of Barry Holtz.

C. Committee Structure

It was agreed that it is premature to appoint committees. However, the chairs of the three committees should be brought up to date and prepared to report to the Board at the August meeting. Their staff liaisons will prepare bullet points for them prior to the August 26 meeting. The committees' chairs and staff liaisons are listed below:

<u>Committee</u>	<u>Chair</u>	<u>Staff Liaison</u>
Best Practices	John Colman	Barry Holtz
Monitoring, Evaluation and Feedback	Esther Leah Ritz	Ellen Goldring
Lead Communities	Chuck Ratner	Ginny Levi/ Henry Zucker

V. Planning for August 26. CIJE Board Meeting

It was suggested that SF, HLZ, and VFL meet to prepare a first rough draft of an agenda for the August 26 Board meeting. This was done later in the day.

VI. CIJE Budget

Assignment

A first draft of a CIJE budget for the year beginning July 1, 1993 was reviewed. It was agreed that Ann Klein, Paul Moraco, Barry Reis, and Ginny Levi will meet to flesh out the draft, providing more itemization. The budget will not include occupancy or salaries.



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none">a. Gerald Cohenb. Susan Crownc. Arthur Greend. Neil Greenbaume. Thomas Hausdorfff. Mark Lainerg. S. Martin Lipset (with SF)h. Matthew Maryles		SE	2/25/93		



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

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2.	Interview Gail Dorph for position working with Lead Communities.		SF	5/19/93	5/20/93	
3.	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	5/28/93	
4.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/28/93	
5.	With AH, write a job description for Barry Holtz.		SF	5/19/93	6/01/93	
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.
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 HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLET OR REMOVAL DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
2.	With SF, write a job description for Barry Holtz.		AH	5/19/93	6/1/93	
3.	With VFL, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		AH	5/19/93	6/10/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
5.	With VFL, develop a functional schedule for keeping Board and Executive members informed.		AH	5/19/93	6/15/93	
6.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
7.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	



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SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLET OR REMOVAL DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93		
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	5/28/93	
3.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
4.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	



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SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLET OR REMOV DATE
1.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLET OR REMOV DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETION OR REMOVAL DATE
1.	Make additional assignment sheet to list proposals submitted to CIJE.		VFL	5/19/93	5/21/93	
2.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
3.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
4.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
5.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
6.	With AH, develop a functional schedule for keeping Board and Executive members informed.		VFL	5/19/93	6/15/93	
7.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph if SF is satisfied with interview.		VFL	5/19/93	6/17/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	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	10/01/93	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE
10.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93		
2.	Establish a finance committee.		MLM	4/7/93	6/30/93	
3.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	



PARMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLET OR REMOV DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93		
2.	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	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
5.	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	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE OPEN GRANT REQUESTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
1.	CLAL					
2.	Torah Umesorah					
3.	National Board of License					
4.	Terry Bookman (Milwaukee)					
5.	CAJE					

