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**AMERICAN JEWISH ARCHIVES**

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

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Box  
D-1

Folder  
2028

CIJE correspondence and meetings. Lead Communities  
meetings, 1992-1993.

Pages from this file are restricted and are not available online. Please  
contact the [American Jewish Archives](https://www.AmericanJewishArchives.org) for more information.

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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 Annette,

I'm trying to schedule the next CISE staff telecon. Seymour says he'll do whatever you say (!). In light of travel + holiday schedules, how about Fri, May 28, 9am? Everyone but HL2 is available.

Here are items for the agenda, proposed by others:

1. Timetable for Best Practices studies
2. Distribution of CISE materials - should we publicize availability?
3. Camper contacts - Time for an interview schedule?
4. Status of Sr. Policy Advisors group
5. Follow up to seminar

Anything else?

Best,

Ginny

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

216-391-1852



PREMIER INTERNATIONAL CORPORATION  
FACSIMILE HEADER SHEET  
73138 (5/90) PRINTED IN U.S.A.

DATE: 5/21 TIME: \_\_\_\_\_  
NUMBER OF PAGES SENT: 10

<b>TO: FAX NO.</b> ( ) <u>619 - 951</u> <b>Name</b> <u>SEYMOUR FOX</u> <u>ANNETTE HOCHSTEIN</u> <b>Company</b> _____ <b>Street Address</b> _____ _____ <b>City</b> _____ <b>State</b> _____ <b>Zip</b> _____ <b>Country</b> _____	<b>FROM: FAX NO.</b> (216) <u>391 - 5430</u> <b>Name</b> <u>GINNY LEVI</u> <b>Company</b> _____ <b>Tele. No.</b> ( ) _____ <b>Ext.</b> _____
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Seymour Fox  
Annette Hochstein  
Stephen H. Hoffman  
Henry L. Zucker

TO: \_\_\_\_\_  
NAME \_\_\_\_\_  
DEPARTMENT/LOCATION \_\_\_\_\_

FROM: Virginia F. Levi  
NAME *MAF*  
DEPARTMENT/LOCATION \_\_\_\_\_

DATE: 5/21/93  
REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

SUBJECT: REQUEST FROM CAJE FOR GRANT FOR THE COALITION  
FOR THE ADVANCEMENT OF JEWISH EDUCATION

Please review this grant request and return your comments to me by June 14, if possible, so I can summarize your reactions. If you feel we (MAF) should support this project, please indicate what you think is an appropriate level and what dedication you recommend. Please make additional comments that you feel are appropriate.



INTER-OFFICE CORRESPONDENCE

Please return to Ginny Levi

From Eliot Spack - CAJE  
Grant Coalition for the Advancement of Jewish Education Amount Requested \_\_\_\_\_

1. Does request fit CIJE objectives? ☐ yes ☐ no  
Discuss:

2. How do you feel about this request:

3. What do you suggest we do:



# The Coalition for the Advancement of Jewish Education

261 West 35th Street, Floor 12A  
New York, NY 10001 • 212-268-4210  
Fax • 212-268-4214

April 19, 1993  
28 Nisan 5753

Mort Mandel  
Premier Industries  
4500 Euclid Avenue  
Cleveland, OH 44103

Dear Mort:

When Hank Saltzman and I visited with you in Cleveland last June 23, we showed you our first cuts at the design of the CAJE Endowment. You were kind enough to compliment the layout, especially with respect to presenting the actual CAJE programs.

You and some others discouraged us from too global an approach or too ambitious a goal. Attached is the revised chart which reflects the comments and suggestions of our friends. Every program and conference component is real, well-tested and appreciated by educators throughout the field.

You may recall that, at the end of our discussion, you wanted to know what our bottom line number was. We were not ready at that time, but we are now.

The enclosed list of available CAJE ENDOWMENT DEDICATIONS has been designed to produce a \$7 million corpus. We feel that this is a relatively modest amount given what others are seeking. For CAJE, it would a) provide an urgently needed margin of stability to our operating budget b) enable us to expand our subsidies for Conference participants, especially from smaller communities and financially-stressed schools, synagogues, camps etc. c) significantly increase our ability to support and reward the creative and provide incentives to attract new talent and assist people in the field with their career growth and development.

I am pleased to say that we have both our first endowment and member of our Endowment Development Group (the lay leadership for the endowment campaign) thanks to Racky Newman of San Francisco.

ללמוד וללמד

*Chairperson* Michael A. Weinberg  
*Program Chair* Frances Pearlman  
*Development Chair* Leon Weissberg  
*Membership Chair* Carol Folberth  
*Treasurer* Elliott Kleinman  
*1993 Conference Chair* Gordon Fuller  
*1994 Conference Chair* Candace Kwiatek  
*Past Conference Chair* Marlynn Dorff  
*Publications Chair* Alan J. Wiener

*Members-At-Large* Sylvia Abrams  
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Stuart Kelman  
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Dan Syme

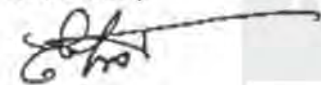
*Executive Director* Elliot G. Spack  
*Operations Coordinator* Ronnie W. Parker  
*Conference Coordinator* Paul A. Lichtman  
*Publications Coordinator* Roselyn Bell Baskin

I hope that you will agree to invest in this campaign and to serve on the Group. Hank and I will be in your neighborhood from May 5 - 7 and would appreciate an appointment. I will call your office shortly and hope we can arrange to meet in Cleveland during that period.

Needless to say, your personal and financial participation would be of immense help to us in terms of prestige, influence, the geographical presentation, of course, the dollars as well.

Hope to see you soon.

L'shalom,



Eliot G. Spack  
Executive Director



# THE CAJE ENDOWMENT FOR THE ADVANCEMENT OF JEWISH EDUCATION

THE CONFERENCE	Established in 1976, the Conference on Alternatives in Jewish Education is the world's largest annual meeting of Jewish educators. Altogether, more than 25,000 people (from the U.S., Canada and 27 foreign countries) have attended. Typically, the Conference provides over 700 sessions, during a four-day period. Cumulatively, CAJE has invested over \$7,000,000 in 17 conferences to-date.							
THE KALLOT	Family Education	Small Schools	Drama	Soviet Jewry	Music	Hebrew	Storytelling	Central Agency Personnel
	Special Needs	Dance	Teacher Resource Centers	Supplementary School Principals	Yiddish	Tzedakah	Bar/Bat Mitzvah Programming	Early Childhood
THE CONFERENCE CHAIRS	The CAJE Chairs make possible the participation of the world's outstanding Jewish and non-Jewish scholars who bring to our participants new scholarship and challenging ideas and insights into emerging social, political and intellectual trends.							
THE EDUCATIONAL RESOURCE CENTER	The Teachers' Center	The Early Childhood Center	The Special Education Center	The Computer Center	The Teachers' Store	The Media Center	The KISS Workshops	
EXPERIENCE PROGRAMS	Tiers			College Students			Senior Adults	
THE OPEN UNIVERSITY	Educational Theory and Philosophy	Jewish Identity		Skills of Teaching		Bible	Texts	
THE DEMONSTRATION SCHOOL	A laboratory school for the demonstration by master teachers of classroom techniques.							
THE LAY LEADERSHIP PROGRAM	The Forum on Educational Policy			Issues and Resources		The One-Day Institute		
THE ISRAEL PROGRAM	The Pavilion			Symposia			Seminars	
THE THINK TANKS	The Organization of Jewish Education		The Impact of U.S. Social Trends on Jewish Education		The Family and Education		Israel-Diaspora Relations	
HEBREW LANGUAGE PROGRAMS	Ulpan	Literature	Israeli Newspapers	Grammar and Usage	Humor	Poetry	Current Events	
THE TZEDAKAH FAIR	The Fair offers a diversity of short presentations on teaching about tzedakah and visits with the creators, managers and clients of selected projects for the needy.							
CHILD CARE	Pre-School (Infants)			Pre-School Age (Nursery)			Day Camp (6-12)	
FORMATS	Modules	Lehrhaus	Torah Lishnah	Rikuzim	Symposia	Havayot	Sanhedria	

THE CAJE PROGRAM ENDOWMENTS
The program endowments provide dependable long-term support for these on-going projects and services of the Coalition
Curriculum Bank
Curriculum Publications
The Jewish Education News
Examiner
The Networks
The Mini-Grants
Mini-CAJE Conferences
The Leadership Kavat

## THE CAJE PROGRAM ENDOWMENTS

The program endowments provide dependable long-term support for these on-going projects and services of the Coalition.

Curriculum Bank

Curriculum Publications

The Jewish Education News

Examiner

The Networks

The Mini-Grants

Mini-CAJE Conferences

The Leadership Kavot

## THE CURRICULUM BANK

The CAJE Curriculum Bank, the largest resource of its type in North America, holds a collection of more than 10,000 teacher-designed and produced materials in 15 different formats (lessons plans, worksheets, bibliographies, etc.) covering 93 subject areas.

NAMING ENDOWMENT - \$500,000

### RATIONALE

From the Orthodox to the Reform, from the yeshiva to camps and centers, teachers were telling CAJE that commercial publishers were not meeting all their needs and, even when they were, these materials tended to be costly in relation to limited budgets.

CAJE's mission is to help teachers to help each other as opposed to always relying on "experts" from outside the profession. The Bank has become an effective mechanism for teachers to share with each other their creativity and professionalism and to take pride in their accomplishment. The Bank provides teachers with immediately useful material at no cost other than their membership in CAJE.

CAJE's membership program produces an important share of the organization's income. The Bank has become a useful and much appreciated membership benefit helping retain old members and attracting new members, especially among those beginning their teaching careers.

### BACKGROUND

The Bank was established in 1983 as a service to CAJE members in response to the constant and widespread demand of Jewish educators for practical teaching materials.

To date, CAJE has invested over \$350,000 in developing and maintaining the Bank. For 1992, CAJE budgeted \$40,440 for its operation.

The Bank is physically housed at the University of Judaism in Los Angeles and is operated on behalf of CAJE by staff of the Fingerhut School of Education.

### NATURE OF THE PROGRAM

The Bank operates on a well-defined "deposit" and "withdrawal" system. Any CAJE member may phone or write to request:

- teacher-made materials: games, worksheets, programs and suggested classroom activities.
- bibliographies and current information about published resources.
- basic research services on specific curricular areas.
- advice and counsel on specific educational problems.

Members are provided with a personal I.D. number which they use via the 800-CAJE-ERC toll-free number or when they send in written requests on the CAJE Bank-by-Mail form.

Each member is allowed 8 "free" units of service. A unit is equivalent to 5 minutes or less on the 800 number or a mailing of up to 10 pages of curricular materials.

Members can earn extra units in the Bank by depositing their own personally-designed classroom materials. Authors retain the copyright to their materials but grant CAJE in perpetuity the right to circulate the material among its members.

### IMPACT OF THE PROGRAM

Given CAJE's emphasis on teachers helping teachers, the best testimony to the Bank's success is the fact that, in nine years, 7,092 teachers from 44 states and 4 countries have used the Bank.

Over 1,553 teachers have contributed materials to the Bank. It is very encouraging to note that, in the last four years, the average number of teachers submitting materials was 283 as compared to 119 teachers in the first four years -- a 138% increase in "depositors."

A similarly gratifying increase has occurred in terms of usage: 1,000 "withdrawals", on average, over the past four years as compared to an average of 531 over the first four years -- an 88% increase.

### DONOR RECOGNITION

Making available to educators the very best methods and materials is one of the ways we can insure more inspiring and meaningful Jewish education. Without such education, the continuity of a vital and proud North American Jewish community is at-risk.

Therefore, the most important reward for your generous endowment of THE CURRICULUM BANK is the satisfaction of knowing that you will have made an enduring contribution to improving the quality of Jewish education in North America.

However, CAJE also believes that it is important to recognize your generosity publicly for two reasons:

First, simply to show our appreciation for your confidence and support. Secondly, because it will encourage others to invest in our efforts to strengthen and enrich Jewish education in America.

Therefore the following recognition will be provided:

- The Curriculum Bank will be named in your honor and henceforth all references to the Bank in CAJE's and the University of Judaism literature will carry your name. The stationery of the Bank will reflect your patronage in perpetuity.
- The Endowment will be announced at a press conference in the donor's community with an appropriate press release and photos sent to all general and Jewish media as well as to the trade papers in the donor's area of business or profession.
- A reception and dinner will be held in conjunction with the press conference so that the donor's family and friends, business associates, government officials, educators, the media and Jewish communal leaders can join with CAJE in celebrating this important philanthropic achievement.

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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 Oriana or Caroline or whoever can help me:  
How can I reach Seymour and Annette? If  
they don't want calls, could you pass along  
a couple of messages?

① I need AH to fax me a copy of the CJE/  
Lead Communities calendar as it was revised  
during the seminar.

② Daniel Pekarsky needs to talk to SF. He  
can be reached at 216-464-4050.

Thanks,  
Ginny

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this transmission, please call:

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Council for Initiatives  
in  
Jewish Education

Date sent: 5/16/93 Time sent: 3:30 pm

No. of Pages (incl. cover): 1

To: Annette Hochstein (guest)

From: Ginny Levi

Organization: Charles Hotel

Phone Number:

Phone Number: 216-391-1852

Fax Number: 617-864-5715

Fax Number: 216-391-5430

Comments:

Dear Annette,

I hope you're feeling better.

Ellen Goldring asks that you call her at home tonight (615-356-5504) on how she should proceed with Milwaukee and the signing of a contract with data analysts.

As soon as it's signed, analysis can begin.

Thanks,

Ginny

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this transmission, please call:  
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✓Annette Hochstein  
Stephen H. Hoffman

TO: Henry L. Zucker

FROM: Virginia F. Levi

DATE: 5/6/93

NAME

NAME

DEPARTMENT/LOCATION

DEPARTMENT/LOCATION

REPLYING TO  
YOUR MEMO OF:

SUBJECT: REQUEST FROM ALVIN SCHIFF FOR GRANT  
TO NATIONAL BOARD OF LICENSE

Please review this grant request and return your comments to me by May 21, if possible, so I can summarize your reactions. Please make additional comments that you feel are appropriate.



Please return to Ginny Levi

From Dr. Alvin I. Schiff

Grant National Board of License

Amount Requested \_\_\_\_\_

1. Does request fit CIJE objectives? ☐ yes ☐ no  
Discuss:

2. How do you feel about this request:



3. What do you suggest we do:

CIJE 4 (3/93)

By \_\_\_\_\_

Date \_\_\_\_\_



DAVID J. AZRIELI GRADUATE INSTITUTE  
OF JEWISH EDUCATION AND ADMINISTRATION

YESHIVA UNIVERSITY

245 LEXINGTON AVENUE • NEW YORK NY 10016 • (212) 481-0325

CIEF

Distinguished Professor of Education

3/31/93

Dear Mort:

It was great talking to you on Sunday.  
Enclosed, as per our conversation, is the  
correspondence and two items regarding the  
National Board of License. One item - Require-  
ments and Procedures - is a "historical" piece. The  
other is an example of revisions made recently in the  
requirement for Teacher's License. Similarly,  
Principal's License requirements have also been revised.

I think that involvement with Jewish  
educator licensure is a "natural" for CIE.  
With NBL as a partner, CIE can make significant  
improvement in educator certification and advance  
its own activity towards the professionalization  
and upgrading of the Jewish educator profession.  
I'd be happy to discuss this matter further with you  
or any CIE staff person you would designate.

In light of our conversation, I am also  
enclosing a note regarding two approaches  
in community organization which I shared with  
Seymour several years ago. I think these approaches  
relate to CIE activity with Lead communities.  
Enclosed also is a list of the members of the NBL.

With warm wishes to you Barbara  
and the entire family for  
a wonderful Pesach!

BD

22 ALVIN I SCHIFF  
339 JORDAN ST  
OCEANSIDE, N.Y.



DAVID J. AZRIELI GRADUATE INSTITUTE  
OF JEWISH EDUCATION AND ADMINISTRATION

YESHIVA UNIVERSITY

245 LEXINGTON AVENUE • NEW YORK NY 10016 • (212) 481-0325

Distinguished Professor of Education

July 23, 1992

Morton Mandel  
Premier Industries Corporation  
4500 Euclid Ave.  
Cleveland, OH 44103

Dear Morton,

In light of "Time To Act" and the Commission's concern about raising Jewish educator standards, I am taking this opportunity to write to you about a matter that I know will be of interest to you. In a real sense, it is related to CIJE. Let me explain.

Since 1939, The National Board of License for Teachers and Supervisors in North American Jewish Schools (NBL) has been functioning in the American Jewish community. Over the years, NBL through its standing committees - The Committee of Examiners (for teachers licensure) and the Principals Certification Committee has awarded licenses to principals and coordinated the issuance of teacher licenses by the ten local licensing bodies (list enclosed) who are members of NBL.

Since its establishment, NBL has been staffed by AAJE and now by JESNA. The overall Board and its two committees comprised of leading Jewish educators who volunteer their time and services (list enclosed) meet twice annually. In addition, sub-committee meetings are held as needed.

NBL recognizes that it is not as effective as it should be. For example, the vast majority of schools do not require teachers or principals to be licensed. Moreover, the standards for certification were not geared to the 1980's and 1990's.

Several years ago, NBL began reexamining its licensure policies and practices. In 1990, it completed the restructuring of requirements for the teacher's license to be more in tune with current Jewish educational conditions. Similar reorganization is currently being concluded regarding principals' certification.

Having accomplished this, the leadership of NBL requested support from JESNA to market the new requirements and was informed by Dr. Woocher that additional assistance would not be forth coming. Moreover, JESNA's new priorities do not include involvement in the area of educator licensure.

This letter is already longer than I anticipated. The reason for my writing is to request a meeting with you to discuss the developing of a relationship between NBL and CIJE and the role of educator licensure in the lead communities.

I personally think it is a worthwhile venture for CIJE. The "shidduch" between NBL & CIJE hold much promise for the future. NBL leadership is open to new developments.

With warm wishes,

Alvin I. Schiff  
339 Jordan Street  
Oceanside, NY 11572

cc: Prof. Seymour Fox  
Dr. Shulamith Elster  
Dean Jacob Rabinowitz



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Council for Initiatives  
in  
Jewish Education

Date sent: 5/6/93 Time sent: 1:50

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:

Dear SF+AH,

I'm sending some budget papers I've been working on, as a starting point for our meeting on Wed.

Seymour, since you're now busy for breakfast on Wed., I've arranged for you and ASN to talk over lunch on Tues., at the Federation.

I've also scheduled you both to meet with candidate - Leonard Schoolman - at 4:00 on Thurs., May 13.

*Ginny*

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

Date sent: *5/5/93* Time sent: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:

*The attached letter with a check for  
\$25,000 was mailed today (5/5/93)*

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

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Council for Initiatives  
in  
Jewish Education

Date sent: 5/5

Time sent: 5:00

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:

Dear Shmuel,  
Here are 2 cover letters that I  
propose to send tomorrow. Please let  
me know what you think.

Thanks,

Ginny

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

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101

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

TO; Participants in CIJE Consultation

*Chair*

Morton Mandel

FROM: Ginny Levi

*Vice Chairs*

Charles Goodman

Nell Greenbaum

Matthew Maryles

Lester Pollack

DATE: 5/5/93

SUBJECT: Lead Communities Consultation

*Honorary Chair*

Max Fisher

*Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschhorn

Henry Koschitzky

Mark Lainer

Norman Lamm

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Meivin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

We look forward to your participation in the CIJE Lead Communities consultation in Cleveland at the Jewish Community Federation, 1750 Euclid Ave. (216-566-9200) on Tuesday, May 11th and Wednesday, May 12th. We will begin at 9:00 AM on Tuesday and meet through dinner. On Wednesday we will begin at 9:00 AM and conclude by 4:00 PM.

In preparation for the consultation, a meeting was held in Jerusalem with the participation of Marshall Levin from Baltimore to prepare an agenda which we suggest concentrate on building a joint action plan. Following his return, Marshall was in touch with people in Atlanta and Milwaukee to discuss proposed plans for the meeting. The enclosed agenda is the result and will serve as the basis of our consultation.

Enclosed are several papers which we believe will be useful in our discussions, some of which will be familiar to you. Other materials will be distributed at the meeting.

In terms of logistics, reservations have been made for all out-of-town participants at the Holiday Inn-Lakeside, 1111 Lakeside Ave., (216) 241-5100. We have given flight information to the Holiday Inn and there should be a courtesy van at Exit 2 of the airport baggage claim area when you arrive. If the van is not there, you will find a Holiday Inn-Lakeside courtesy phone at the baggage level.

The hotel will have a van available at 8:45 each morning to take you to the Federation and another to return you to the hotel on Tuesday evening. We are also arranging for transportation from the Federation to the airport on Wednesday. If you prefer to leave from the hotel, you can tell me once you are here.

I look forward to seeing you.

# 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 Staff & Consultants

*Vice Chairs*

Charles Goodman

Neil Greenbaum

Matthew Maryles

Lester Pollack

FROM: Ginny Levi

DATE: 5/5/93

*Honorary Chair*

Max Fisher

SUBJECT: Cleveland Consultation

*Board*

David Arnow

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

Susan Crown

Irwin Field

Alfred Gottschalk

Arthur Green

Thomas Hausdorff

David Hirschhorn

Henry Koschitzky

Mark Lainer

Norman Lamm

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Mevin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

A few notes, in addition to the attached, specifically for you.

1. There will be a van from the Holiday Inn to the Federation at 5:45 on Monday, May 10. Please be downstairs promptly in order to catch it. A van will return you to the hotel at 10:00 PM.
2. The room charge for our staff and consultants is being billed directly to CIJE. However, you will be responsible for any phone, meal, or other expenses charged to the room.
3. The following documents are being sent to community representatives. I am sending you only the items you may not already have received (marked by \*). The others will be available in Cleveland.

a) "Lead Communities at Work" by Annette Hochstein

\*b) "The Challenge of Systemic Reform: Lessons From the New Futures Initiatives for the CIJE " by Adam Gamoran

c) "The Preparation of Jewish Educators in North America: A Status report" by Aryeh Davidson

d) "Pilot Projects" Working paper from 2/22/93, by Barry Holtz

e) "Monitoring, Evaluation & Feedback In Lead Communities-Tentative Plan of Work for 1992-93" (August 1992) by Adam Gamoran

\*f) Goals paper by Seymour Fox & Daniel Marom

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Council for Initiatives  
in  
Jewish Education

Date sent: 5/4 Time sent: 8:00

No. of Pages (incl. cover): 7

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:

*Oriana -* AMERICAN JEWISH  
ARCHIVES  
Here are the pages you asked for, plus a  
memo from SE on the Jim Joseph Fan.  
Will the telcom be to 617-418?

Thanks,  
Ginny

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





PREMIER INDUSTRIAL CORPORATION

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

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

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send copy of letter from Milwaukee requesting \$30,000 from CIJE to MLM and to Israel for consideration.		SHH	4/29/93	5/5/93	
2.	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	5/5/93	
3.	Talk with MLM about the CJF commission and recommend that he talk with Bennett Yanowitz and Jon Woocher regarding JESNA's role with CIJE.		SHH	4/29/93	5/15/93	
4.	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  With SE, develop a plan for involving denominations in each community in CIJE.		SHH	2/25/93		
			SHH	3/31/93	TBD	

- ☐ ASSIGNMENTS  
☐ ACTIVE PROJECTS  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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"> <li>a. Mandell Berman</li> <li>b. Maurice Corson</li> <li>c. David Hirschhorn (with SF)</li> <li>d. Ludwig Jesselson (with MLM)</li> <li>e. Henry Koschitzky</li> </ul>		AJN	2/25/93		



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Council for Initiatives  
in  
Jewish Education

Date sent: 5/3

Time sent: 2:15

No. of Pages (incl. cover): 17

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:



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this transmission, please call:  
216-391-1852



result, it seems premature to involve representatives of the training institutions and denominations. SF agreed that he would call the training institution and denomination representatives and inform them of the change in plans.

Marshall Levin has agreed to contact the planners in Atlanta and Milwaukee, to review the revised, proposed agenda and to get their input before the agenda is finalized.

The schedule will be as follows (All meetings to take place at the Jewish Community Federation, 1750 Euclid Ave.):

Monday, May 10 - 6 PM to 10 PM Meeting of full staff, including field researchers, to discuss launching of the reporting process.

Tuesday, May 11 - 8 AM to 9:30 PM  
Meetings with representatives of the communities.

Wednesday, May 12 - 8 AM to 4 PM  
Meetings with representatives of Lead Communities

Wednesday, May 12 - 4 PM - 5 PM  
Debrief.

#### B. Proposed Agenda

It was noted that the ultimate goal of the two day seminar is to emerge with a joint plan of action. The following is a summary of the current proposed agenda:

##### 1. Overview - Tuesday morning

We will begin by laying out the issues which have been raised and which require resolution in order to establish how CIJE, the lay leaders and professional staff of the Lead Communities, the denominations, training institutions, and others should work together. A set of questions was developed during the simulation which can serve as the basis for this discussion. Participants will be encouraged to raise others. This will be a working session at which issues will be put on large papers on the wall as they are generated. Any which cannot be answered immediately should be dealt with during the course of the seminar.

##### 2. Draft Action Plan Tuesday afternoon and evening

###### a. The three Lead Communities together and CIJE

We will come to the meeting with a proposed schedule of meetings for the next two years, including gatherings of lay and professional leaders of the three communities with CIJE staff, working meetings of the CIJE and Lead Community staff, and regular sessions of CIJE staff in local communities.

b. Elements

The purpose of this session will be to remind participants that the ultimate goal of CIJE is to bring about systemic change in the areas of personnel and community mobilization. The specific projects being undertaken by CIJE (i.e., Best Practices, the goals project, and monitoring, evaluation and feedback) should be looked at as ways of moving toward that systemic change. Discussion should include how we can work together on these projects and how we can effectively integrate them with the agendas of the individual communities.

3. Synthesis      Wednesday, May 12 - Morning

This session, to be lead by SHH and Marshall Levin, should lead to a joint action plan and calendar for work among CIJE and the three lead communities and between CIJE and each individual community.

4. Local Lead Community issues: Open Discussion      Wednesday, May 12  
- Afternoon

This discussion will be lead by SE and is an opportunity to resolve any issues that came up during the seminar and have not yet resolved.

At the conclusion of the two days, each person should leave knowing what should happen next, both in the short term and long term.

Following a revision of the agenda on the basis of this discussion by staff and Marshall Levin's contacts with Atlanta and Milwaukee, AH will prepare a revised agenda and a cover letter to accompany it and will send those to VFL for immediate distribution.

5. Debrief      4 PM to 5 PM

At the conclusion of the two days, the staff will meet to debrief and concretely determine next steps.

assignment

III. Other Business

Assignment

- A. SHH reported that he had received a letter from Milwaukee requesting the \$30,000.00 promised by CIJE in February. He will forward copies of that letter to MLM and to Israel for consideration.

He expects to receive a similar letter from Atlanta in the near future.

- B. It was reported that CJF has asked JESNA to take over CJF's continuity commission. JESNA is uncomfortable with this request in light of the fact that there appears to be significant duplication with the work already done by the Commission on Jewish Education in North America and now being undertaken by CIJE. It is clear that JESNA would like to have a major role in work related to the future of Jewish education in North America, but that there is awareness of the potential conflict.

Assignment

It was suggested that SHH bring MLM up to date on this issue and that the CIJE Steering Committee consider how best to respond to the CJF commission approach. SHH will recommend to MLM that he meet with Jonathan Woocher and Bennett Yanowitz to discuss this and a role for JESNA in the CIJE process. It was also noted that this is another reason to encourage MLM to meet soon with Corky Goodman.

IV. Future Meetings

The next telecon is scheduled for Wednesday, May 5 at 9:00 AM.

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Council for Initiatives  
in  
Jewish Education

Date sent: 5/3 Time sent: 8:50

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:



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this transmission, please call:  
216-391-1852

F&ax Memorandum

TO: CIJE Staff and Consultants  
 FROM: Shulamith Elster  
 RE: The Educators Survey  
 DATE: May 2, 1993

By the time this memorandum reaches you, you will have received a copy of the Educators Survey in its final form. Ellen assumed responsibility for the content and organization of the effort and I assisted her in the administration of the project.

The purpose of this memorandum is to review the activities related to the development of the survey and to bring you up-to-date.

First Steps

With Isa's assistance we collected the existing instruments and reports from the major surveys to date- the Los Angeles study (Isa and Bruce Philips), the Philadelphia and Miami studies. These materials were distributed to the key persons in each community (Lauren in Atlanta, Chaim in Baltimore and Ruth in Milwaukee) and to the field researchers. A date was set for a meeting in Baltimore to review the existing instruments and to "develop" the CIJE instrument keeping in mind the nature of the LC project and the specific information that would be helpful in the development of local (national, continental) plans/initiatives in the personnel area. This meeting took place on March 29th, the week before Pesach. The field researchers, Chaim Botwinick and Ruth Cohen attended the day long meeting held on Baltimore.

April 1993:

~~with~~ the "76 individuals' items" selected by the participants in the consultation formed the basis of the first draft of the questionnaire which we worked on during Pesach week.

Several drafts were circulated to the communities and field researchers. Comments were solicited from Israel, from Adam and from the professional advisory group members (through Ellen and Shmuel) and these incorporated into successive drafts of the survey.

We were very concerned with the length of the survey and with the "ultimate" value of each individual question for planning purposes.

The survey was printed on the 23rd of April and shipped to Milwaukee for administration on the 25th.

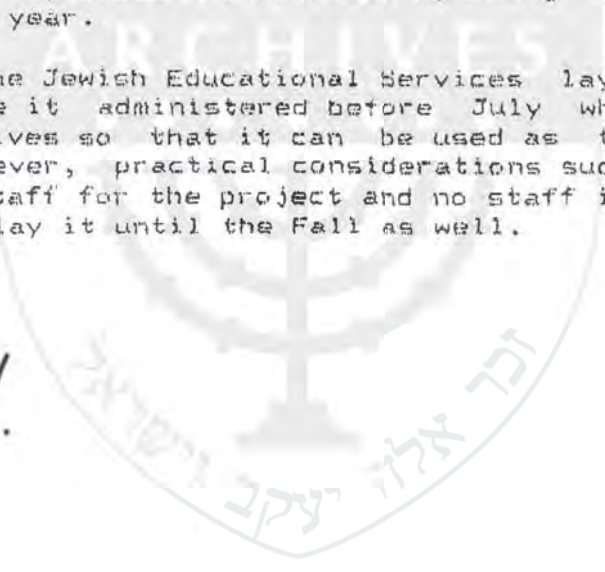
Status Report from the Communities:

The Survey was administered first on April 25th in Milwaukee to the educators in several schools and will be given to all school educators by the close of this current academic year.

In Baltimore the survey will not be administered until the Fall and that is to insure the widest possible participation and the "By-in" of all of the key educators in the community. This decision was made by Chaim as he felt that it was too late in the school year to ask principals to incorporate the administration of the survey into the end-of-the-year school activities. Better results, he said, would be achieved by doing it at the beginning of the school year.

In Atlanta the Jewish Educational Services lay leadership would like to have it administered before July when the new staff directors arrives so that it can be used as the basis for her planning. However, practical considerations such as the lack of designated staff for the project and no staff in the educational arenas may delay it until the Fall as well.

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Steve Gelfand for a report on the meeting with the CRB Foundation on the Israel experience.		SE	4/29/93	5/5/93	
2.	Send a brief report on the feedback session in Milwaukee to the staff group.		SE	4/29/93	5/5/93	
3.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	5/15/93	
4.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	5/31/93	
5.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen 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		
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	TBD	
7.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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 (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
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	5/15/93	
3.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/20/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a revised agenda and cover letter for May seminar and send to VFL for distribution.		AH	4/29/93	5/3/93	
2.	Get report from Alan Hoffman on his meeting with CRB staff.		AH	4/29/93	5/5/93	
3.	Finalize arrangements for the analysis of the Educators Survey data.		AH	4/14/93	5/13/93	
4.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
5.	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		
6.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
7.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
8.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	



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FOR GUIDELINES ON THE COMPLETION  
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send copy of letter from Milwaukee requesting \$30,000 from CIJE to MITM and to Israel for consideration.		SHH	4/29/93	5/5/93	
2.	Propose to MITM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	5/5/93	
3.	Talk with MITM about the CIF commission and recommend that he talk with Bennett Yanowitz and Jon Woocher regarding JESNA's role with CIJE.		SHH	4/29/93	5/15/93	
4.	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		



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	With SE, 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 4/30/93

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	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	





SPENCER FOUNDATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange for SF to talk with A.M. about the proposal to the Spencer Foundation during the May seminar.		VFL	4/29/93	5/10/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		VFL	4/29/93	6/15/93	
4.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
5.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
7.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
8.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/1/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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 b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93		
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1	<p>Continue to following list members in follow up to the February 25 meeting and send brief report to VFL:</p> <p>a. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky</p>			4/27/93		





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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. Lester Pollack		AR	2/25/93		





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

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. John Colman		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	5/13/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	

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**Council for Initiatives  
in  
Jewish Education**

Date sent: 5/3 Time sent: 4:45 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,

I just had a phone call from Steve, saying he'd had an "irate call" from David Sarnat. He's upset with how sketchy the agenda is. He has no sense of the meeting.

Steve also feels we can't just send a list of background materials and make them fumble through their files for documents. We should either send materials out that we want them to read (in which case we should select only those central to our purpose) or have them available here. I would need the "Additional Publications" if

we were going to distribute them.

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

216-391-1852

What should we do?

Ginny

P.S. Will you have a PERT chart for review by the CITE Steering Committee on May 13?

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Council for Initiatives  
in  
Jewish Education

Date sent: 5/3/93 Time sent: 2:50 pm No. of Pages (incl. cover): 5

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,

1. Please review the attached draft agenda and fax me any revisions.
2. Steve has a meeting at 4:30 on May 12. How about if we meet for dinner at 6:30 at the Ninth St. Grill (across from Holiday Inn) and work on the budget then?
3. Steve Neider will be with MLM on Thurs, 10-12. He could meet with you in the afternoon. Based on what you told me of your schedule, how about 3-4 PM? He has a 4:00 meeting.
4. I'm attaching a DRAFT (not yet reviewed by MLM) process for preparing a budget for CIE, for your info.

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

Ginny

AGENDA  
CIJE Staff Telecon  
May 5, 1993  
9:00 AM (EDT)

I.	Review minutes of April 29, 1993	VFL
II.	Review assignments of April 29, 1993	VFL
III.	Review plans for May seminar	
	[HLZ would like us to be as detailed as possible with blocks of time and specific responsibility. I think he wants to know what's expected of him.]	
A.	Plans for Mon. evening meeting	AH
B.	Detailed review of agenda for Tues. & Wed.	AH
C.	Background materials/meeting book?	AH
D.	Other	
IV.	Other business	
V.	Schedule next telecon	VFL

4/93

DRAFTBUDGET PROCESSMANDEL ASSOCIATED FOUNDATION PROGRAMS

Budgets are useful tools for planning and evaluating the operations of any entity. The process outlined below has been developed to make all those involved with the MAF aware of the steps which will be followed in order to create approved operating budgets for MAF projects.

I. CIJEA. DEVELOPMENT OF BUDGET

1. Requests for Information - By April 30, 1993, project leaders of the CIJE will be asked to prepare budgets in the format outlined on Exhibit A attached. The budget year will be July 1 - June 30.
2. The numbers inserted on Exhibit A should be supplemented with the following information:
  - a) A general description of the project. If a project leader is responsible for more than one project, separate Exhibit A's should be completed for each.
  - b) A detailed schedule (by individual or firm) of salaries and/or consultants fees included in the budget on Exhibit A.
  - c) Explanations of expenses included in any significant budget line (Any line over \$10,000)
  - d) Revenue sources - a list of all revenue sources, if any, and expected dates of payment.
3. By May 31, 1993, project budgets should be submitted to CIJE, at 1750 Euclid Avenue, Cleveland, Ohio 44115, attention: Barry Reis.
4. In June, each project budget will be carefully analyzed by key staff of the CIJE. Staff will contact project leaders with questions or comments concerning the individual project budgets. Suggested revisions will be submitted to project leaders for discussion, before budgets are approved.
5. By June 30, 1993, a final approved budget will be relayed to each project leader.

B. ONGOING EVALUATION

1. Within fifteen days after the close of each month, project leaders will receive a report showing actual expenditures against the budget for 1) the previous month, and 2) the year-to-date (based on the fiscal year beginning July 1).
2. Project leaders will be asked to explain variances from year-to-date budgets and respond within a week of receiving the budget vs. actual report.

II. MANDEL INSTITUTE (to be done)



4/26/93 DRAFT

EXHIBIT A

CIJE BUDGET WORKSHEET

EXPENSES	ACTUAL 7/1/92 - 6/30/93 (IF AVAILABLE)	PROJECTED 7/1/93 - 6/30/94
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)		

lmw/chart



PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
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DATE: 4/28 TIME: 11:40 NUMBER OF  
PAGES SENT: 2

<b>TO: FAX NO. ( )</b> <u>619-951</u> <b>SEYMOUR FOX</b> Name <u>ANNETTE HOCHSTEIN</u> Company _____ Street Address _____ City _____ State _____ Zip _____ Country _____	<b>FROM: FAX NO. (216)</b> <u>391-5430</u> Name <u>GINNY LEVI</u> Company _____ Tele. No. ( ) _____ Ext. _____
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AGENDA  
CIJE Staff Telecon  
April 29, 1993  
9:30 AM (EDT)

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

- I. Review minutes of April 14, 1993 VFL
- II. Review assignments dated April 19, 1993 VFL
- III. Review plans for May seminar
  - A. Report on simulation AH
  - B. Proposed agenda AH
  - C. How should communities be prepared?
  - D. How should training institutions be prepared?
  - E. Field researchers' role AH
  - F. Should AJN attend all? part?
  - G. Background materials/ meeting book SW
  - H. Logistics VFL
    - 1. Attendance: responses
    - 2. Participation of lay people (Milwaukee)
    - 3. Possibility of staff meeting on procedures
  - I. Other
- IV. Other business
- V. Schedule next telecon VFL  
Wed., May 5, 9:00 AM

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Council for Initiatives  
in  
Jewish Education

Date sent: 4/27/93 Time sent: 1:30 p.m.

No. of Pages (incl. cover):

To: Annette Hochstein

From: Ginny Levi

Organization:

Phone Number:

Phone Number:

Fax Number: 011-972-2-619-951

Fax Number: 216-391-5430

Comments:

Dear Annette,

I hope the simulation is going well. I look forward to hearing about it on Thurs.

As you think through agenda issues for May, there is some sense here that we should take advantage of having the "staff" together to review some administrative procedures. The evening of May 10 may be a logical time for that, except that Ann Klein isn't available then. What about some time on the 11th or 12th? (By the way, I'll be out after 6pm on the 11th.)

I'm sending a draft agenda for 4/29. Any suggestions or corrections?

Talk to you soon.

Ginny

If there are any problems receiving  
this transmission please call:  
216 391 1662

AGENDA  
CIJE Staff Telecon  
April 29, 1993  
9:30 AM (EDT)

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

- I. Review minutes of April 14, 1993 VFL
- II. Review assignments dated April 19, 1993 VFL
- III. Review plans for May seminar
- IV. Report on simulation AH
- V. Proposed agenda AH
- A. How should communities be prepared?
- B. How should training institutions be prepared?
- C. Field researchers' role NOVE Not participating AH
- D. Logistics VFL
1. Attendance: responses OK
2. Participation of lay people (Milwaukee) OK
3. Possibility of staff meeting on procedures OK
- E. Other
- VI. Other business
- VII. Schedule next telecon VFL
- Wed., May 5, 9:00 AM

OK (Gany at 3pm  
This is 4)



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<b>TO: FAX NO. ( )</b> <u>619 - 951</u> <b>Name</b> <u>SEYMOUR FOX</u> <u>ANNETTE HOCHSTEIN</u> <b>Company</b> _____ <b>Street Address</b> _____  City _____ State _____ Zip _____ Country _____	<b>FROM: FAX NO. (216)</b> <u>391 - 5430</u> <b>Name</b> <u>GINNY LEVI</u> <b>Company</b> _____ <b>Tele. No. ( )</b> _____ <b>Ext.</b> _____
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MINUTES: CIJE Staff Teleconference

DATE OF MEETING: April 14, 1993

DATE MINUTES ISSUED: April 19, 1993

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

COPY TO: Morton L. Mandel

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I. The minutes and assignments of March 31 were reviewed.

- A. In discussing the relationship of the Israel Experience programs to the Lead Communities, it was noted that Atlanta has a meeting scheduled with the CRB Foundation on April 25 and has asked for our guidance on how to proceed. It was noted that there is a lack of coordination between CIJE and CRB and that efforts of CIJE staff and consultants to clarify the situation have been unsuccessful. The next logical step appears to be a conversation between MLM and Charles Bronfman.

gnment It was suggested that SF prepare a brief summary of the issues, questions, and agreements we seek from CRB. Included will be our request that Atlanta be permitted to join the CRB process when they are ready and a suggestion that all three Lead Communities be involved with the project in a way different from the one currently being proposed in Atlanta.

- gnment B. SHH indicated that before he can prepare talking points for MLM with Roy Hoffberger about Baltimore, he needs a better sense of what is happening there. It was agreed that SE will prepare a brief outline for SHH of progress in Baltimore.
- C. It was suggested that in the future the individual communities be asked to pay the salaries of their field researchers. This was recommended by David Hirschhorn early in the process. It was agreed that it is premature to discuss this now, and was suggested that the issue be raised again in approximately six months.

II. Update on Educators Survey

- A. The educators survey has been drafted and reviewed by the CIJE team. At the time of the telecon it was being put in final form for submission to the communities for their review. It is being completed on schedule and should be ready for the communities to administer by the end of April, as planned.

CIJE Staff Teleconference  
April 14, 1993

Page 2

- ment
- B. Regarding the analysis of the data, it was reported that Adam Gamoran and/or Ellen Goldring will either do the analysis and subsequent report or will find one person to do so. This will be finalized when it is clear that the communities prefer this approach.
  - C. The costs of administering and evaluating the survey are still being determined. It was agreed that these should be borne by the communities, but that we can arrange to do some portions centrally (such as printing and analysis) to help keep the cost down. The issue of whether to pro-rate costs to the communities on the basis of size will be considered further.

### III. Plans for May Seminar

- A. It was reported that Baltimore is uncomfortable with Milwaukee's plan to bring lay people to the seminar. Discussion included the belief that all participants in the seminar should feel comfortable, on the one hand, and that each community should be able to bring whom they wish, on the other. This question was not resolved.
- B. Israel has begun work on an agenda. SE is checking with the Lead Communities for items they wish to have addressed. A draft agenda will be submitted to the CIJE staff prior to the next telecon.
- C. It was noted that a meeting has been scheduled for the field researchers with the staff team, including Adam Gamoran and Ellen Goldring, for the evening of Monday, May 10. This will begin with dinner. The field researchers may stay in Cleveland for the two days of the seminar, but would meet independently of the seminar.
- D. It was noted that the vision and goals project will be on the agenda with some concrete suggestions. It was suggested that we should be careful not to move forward too quickly with a project we may not be ready to staff. Our priorities need to be clear.

### IV. Communications and Staff Deployment

- A. In the context of discussing the vision and goals project, conversation turned to deployment of our limited staff. It was suggested that we might ask the denominations to handle portions of this as well as to take responsibility for implementing pilot projects. It was noted, however, that if a denomination goes into a community without the participation of a CIJE representative, issues of quality control and who is in charge are immediately raised. It was suggested that the best way to ensure both quality and continuity is to have a CIJE representative involved.

It was suggested that we clarify what CIJE involvement should be in any given project at the May seminar. It was noted that regular, ongoing dialogue with the key players through seminars every month or two might help to clarify these issues.

It was suggested that we discuss the relative value of treating the three Lead Communities together versus individually. There may be only limited value in working jointly as the communities move in their own directions.

- B. The question of who should speak with whom in the Lead Communities was raised. It was suggested that we appear disorganized when calls are made in an uncoordinated fashion. We need to develop a system of coordination, a plan of who is responsible for specific topics, and a means of introducing those people appropriately in the communities.

V. Community Updates

A. Baltimore

A strategic plan will be ready to introduce to a lay group by June. Baltimore will use this as the means to launch their commission. They are anxious to have MLM present for the launch. VFL will ask MLM to recommend dates on which he might be available to go.

B. Atlanta

SE, EC, and BH are all scheduled to be in Atlanta for part of a two-day series of meetings on April 19 and 20. The project will be introduced to a variety of players at that time. Meetings are planned with Jewish educators, rabbis, congregational lay leaders, representatives of Emory University, and Atlanta's commission.

C. Milwaukee

Plans are under way for a series of meetings which will position the pilot project in supplementary school education for launching in the fall.

- lgument
- D. It was suggested that SE begin now to prepare a report on each launch, outlining what it entails and what constitutes a successful launch.

VI. Schedule of Future Meetings

- A. The next full board meeting is tentatively scheduled for August 26, which would involve preplan meetings on the 25th. It was reported that May 23 could be the date for an Executive Committee meeting, but was noted that this date was not good for either SMH or HLZ. [It has since been decided not to hold an Executive Committee meeting in May.] An Executive Committee meeting is tentatively scheduled for November 9.
- B. Future telecons were scheduled for 9 a.m. on Wednesdays.

MINUTES: CIJE Steering Committee

DATE OF MEETING: April 15, 1993

DATE MINUTES ISSUED: April 19, 1993

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

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I. The minutes of March 18, 1993 were reviewed.

MLM indicated that he would have a draft of a policy and procedure on travel to discuss with SF and AH at their meeting on April 18.

SF will talk with MLM on April 18 about the status of fund development.

II. Lead Community Status Reports

- A. A seminar is planned for May 10-12 in Cleveland. The agenda is currently being developed in consultation with the Lead Communities. Representatives from the three Lead Communities and the three major denominational groups will be present at the seminar.
- B. Work has begun on the preparation of an educators survey. Shulamith Elster and Ellen Goldring met with representatives of Baltimore and Milwaukee to develop a first draft for review in Israel. The survey is to be administered in Milwaukee at the end of April and in Baltimore during May and a report is scheduled for release at the end of the summer. It is not yet clear how Atlanta will fit into this timetable, if at all.
- C. Shulamith Elster and Barry Holtz are working in each community to develop pilot projects and introduce the best practices concept.
- D. Baltimore is scheduling a formal launch of its commission for some time in June.
- E. Milwaukee's commission has been launched and a pilot project on best practices in supplementary schools is in the planning stages.
- F. Atlanta is holding its first commission meeting on April 20. Shulamith Elster, Ellen Goldring and Barry Holtz will be in Atlanta for that and related meetings.
- G. Discussion

It was noted that final authority for decisions related to CIJE rests with MLM. Any major decisions will be made by him.

CIJE Steering Committee  
April 15, 1993

Page 2

signment

It was suggested that a PERT chart be developed on which clear milestones for CIJE are highlighted. This would provide a frame of reference relative to our ideal and would allow us to focus on areas of concern in each community.

It was noted that we should have a privately agreed upon vision. We can then adapt to the individual styles of the Lead Communities, as necessary, within our own frame of reference.

### III. Activation of Board Committees

We have tentatively established the following three board committees:

<u>Committee</u>	<u>Chair</u>	<u>Staff</u>
Best Practices	John Colman	Barry Holtz
Lead Communities	Charles Ratner	Shulamith Elster
Monitoring, Evaluation and Feedback	Esther Leah Ritz	Ellen Goldring

It was noted that the ideal is for each committee to work closely with the related project and to make all but final decisions related to it. Given our current staffing situation, this would mean three more "bosses" with no clear guidance and could easily lead to confusion in the communities.

It was suggested that we move slowly, beginning by having AH brief each of the three committee heads. We would keep them informed and see if they can be involved in some way.

It was agreed that we will do nothing, for now, about inviting people to serve on these committees.

### IV. Letter from Mel Merians and Fred Gottschalk

Reference was made to a letter dated March 2, 1993 from Fred Gottschalk and Mel Merians in which they note an absence of "the deliverers of Jewish education" in the governance structures of the three Lead Communities.

It was reported that CIJE has been working with the Conservative and Orthodox movements to develop a plan for involvement in the Lead Communities. The Conservative movement (JTS and United Synagogue) is prepared to participate at the appropriate time. Yeshiva University is also prepared to get involved, when appropriate. (There is no cohesive movement organization to bring into the process.)

The Reform movement has begun to work on a plan, but does not yet have a coordinated approach. The UAHC has hired Seymour Rosele to work on education issues. He and Sara Lee will be working together to develop an approach to the Lead Communities.

CIJE Steering Committee  
April 15, 1993

Page 3

It was noted that the Merians/Gottschalk letter is correct in its statement that the Lead Communities are not involving the denominations centrally. CIJE should be working with the communities and the movements to orchestrate a cooperative effort.

It was noted that one item on the PERT chart discussed earlier would relate to the appropriate involvement of congregations. We will establish an ideal and compare it to the actual in each community.

It was suggested that denominational involvement is a top priority and should be given more emphasis at this stage in the process. It was suggested that we develop a list of generic and unique needs for each community and then do a prioritization for each. This is all part of the PERT chart process.

#### V. Organization Review

##### A. Status of Ukeles Involvement

It was noted that the Ukeles team had been very helpful to CIJE in preparing documents such as the program guidelines and planning guide. While we have no specific assignment for them at present, we may wish to turn back to them in the long run.

It was noted that, as a consulting firm, Ukeles & Associates has set aside time for CIJE and that we cannot simply walk away from the arrangement. It was concluded that SHH would talk with Jack Ukeles, indicating that we would like to keep him on the team but have no immediate assignments for him, and explore an interim financial arrangement that he would find fair.

#### VI. Operations

- A. AGK will develop a system for preplanning conferences to clarify attendance and costs.
- B. HLZ is to call a candidate for executive director of CIJE who was recommended by Mel Merians. He will arrange for himself and SHH to interview this candidate in Cleveland. If he appears well qualified, we will ask Phil Bernstein to check his references.
- C. HLZ will prepare a list of CIJE consultants, their proposed duties, areas of engagement, direct supervisors, and means of involving them.

#### VII. Next Meeting

The next meeting of the CIJE Steering Committee is scheduled for Thursday May 13, 7:30 to 10:00 a.m. At that meeting we will discuss communications and consider organization review.



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	ELSTER ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Check with local educators to see that the educators survey is on target.		SE	3/31/93	4/20/93	
2.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	4/21/93	
3.	Get input from each Lead Community for agenda for May seminar.		SE	3/31/93	4/21/93	
4.	Arrange with Ellen Goldring and Roberta Goodman to meet with the Milwaukee group process.		SE	3/24/93	4/21/93	
6.	Prepare a brief outline for SHM of progress in Baltimore.		SE	3/24/93	4/21/93	
7.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority		SE	3/5/93	4/30/93	
8.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	4/30/93	
9.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Gerald Cohen 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		
10.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

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 (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
2.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	4/23/93	
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	4/28/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft agenda for the May seminar and share with staff team.		AH	3/24/93	4/21/93	
2.	Finalize arrangements for the analysis of the Educators Survey data.		AH	4/14/93	4/30/93	
3.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
4.	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		
5.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
6.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
7.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a plan for involving denominations in each community in CIJE.		SHH	3/31/93	4/21/93	
2.	Talk with Jack Ukeles about his role with CIJE and an interim financial arrangement.		SHH	4/15/93	4/30/93	
3.	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	5/5/93	
4.	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		



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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/20/93	
2.	With Ellen Goldring and Claire Rottenberg, present MEF projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
3.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/29/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	



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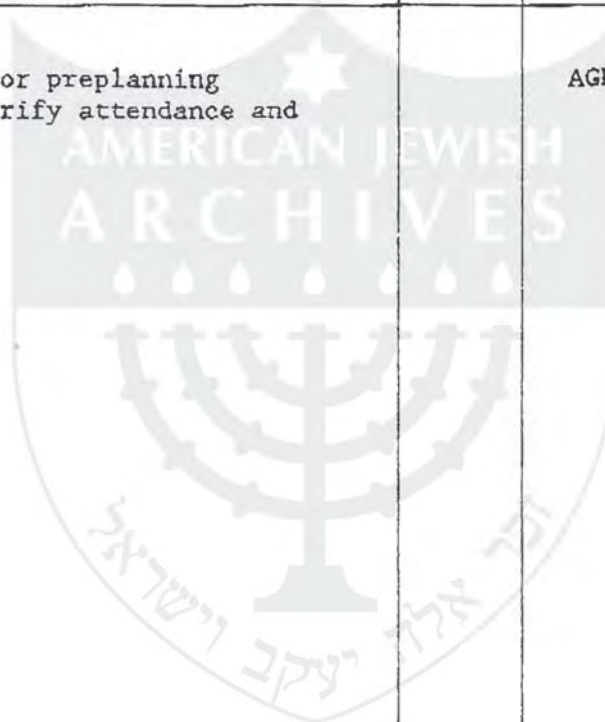
FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

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	





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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	KRAAR ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		VFL	3/24/93	4/30/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
4.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
5.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
6.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
7.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	



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SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	TO (INITIALS)	ASSIGNED STARTED	DUE DATE	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 b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93		
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



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

75890 (REV. 1/82) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

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. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky		AJN	2/25/93		

 AMERICAN JEWISH  
 ARCHIVES




PREMIER INDUSTRIAL CORPORATION

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

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

73090 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 4/19/93

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> <p>a. Lester Pollack</p>		AR	2/25/93		





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

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

72990 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

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. John Colman		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	4/28/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	

PREMIER INDUSTRIAL CORPORATION

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

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

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Check with local educators to see that the educators survey is on target.		SE	3/31/93	4/20/93	
2.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	4/21/93	
3.	Get input from each Lead Community for agenda for May seminar.		SE	3/31/93	4/21/93	
4.	Arrange with Ellen Goldring and Roberta <del>Goldring to meet with the Highway group</del> process.		SE	3/24/93	4/21/93	
6.	Prepare a brief outline for SHM or progress in Baltimore.		SE	3/24/93	4/21/93	
7.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority		SE	3/5/93	4/30/93	
8.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	4/30/93	
9.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen 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		
10.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	T2D	

PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 85  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

FORM 100 (REV. 1/79) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

O.	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:		SF	2/25/93		
	a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Theodore Twerdsky					
2.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	4/23/93	
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	4/28/93	

PREMIER INDUSTRIAL CORPORATION

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

- ☐ ASSIGNMENTS  
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☐ FUNCTIONAL SCHEDULE

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft agenda for the May seminar and share with staff team.	✓	AH	3/24/93	4/21/93	
2.	Finalize arrangements for the analysis of the Educators Survey data.	✓	AH	4/14/93	4/30/93	
3.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
4.	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		
5.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.	✓	AH	1/28/93	ongoing	
6.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
7.	Work with Lead Communities to establish a vision and goals for Jewish education.	✓	AH	4/7/93	TBD	

PREMIER INDUSTRIAL CORPORATION

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

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

73820 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE (STEERING COMMITTEE)
SUBJECT/OBJECTIVE	HOFFMAN ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a plan for involving denominations in each community in CIJE.		SHH	3/31/93	4/21/93	
2.	Talk with Jack Ukeles about his role with CIJE and an interim financial arrangement.		SHH	4/15/93	4/30/93	
3.	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	5/5/93	
4.	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		



PREMIER INDUSTRIAL CORPORATION

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

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

73800 (REV. 1/79) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/20/93	
2.	With Ellen Goldring and Claire Rottenberg, present MEF projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
3.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/29/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	



PREMIER INDUSTRIAL CORPORATION

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

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

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	





PREPARED BY: [REDACTED] DATE: [REDACTED]

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

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

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

FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	KRAAR ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	



PREMIER INDUSTRIAL CORPORATION

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

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

73990 (REV. 1/87) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		VFL	3/24/93	4/30/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
4.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
5.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
6.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
7.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	

PREMIER INDUSTRIAL CORPORATION

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

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

23829 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/19/93

NO.	DESCRIPTION	PRIORITY	TO (INITIALS)	ASSIGNED STARTED	DUE DATE	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 b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93		
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



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

75290 (REV. 1/83) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/19/93

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"> <li>a. Mandell Berman</li> <li>b. Maurice Corson</li> <li>c. David Hirschhorn (with SF)</li> <li>d. Ludwig Jesselson (with MLM)</li> <li>e. Henry Koschitzky</li> </ul>		AJN	2/25/93		



PREMIER INDUSTRIAL CORPORATION

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

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

70090 (REV. 1/87) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/19/93

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. Lester Pollack		AR	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

72990 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	ZUCKER ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	4/19/93

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. John Colman		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	4/28/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	



PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
73135 (5/90) PRINTED IN U.S.A.

DATE: 4/20 TIME: 9:25 NUMBER OF PAGES SENT: 2

TO: FAX NO. ( ) 619 - 951  
SEYMOUR FOX  
Name ANNETTE HOCHSTEIN  
Company \_\_\_\_\_  
Street Address \_\_\_\_\_  
City State Zip Country

FROM: FAX NO. (216) 391 - 5430  
Name GINNY LEVI  
Company \_\_\_\_\_  
Tele. No. ( ) \_\_\_\_\_ Ext. \_\_\_\_\_

Dear Annette,

Welcome back. I understand from SF that your meetings went well.

Several things:

1. I've had several calls from people about the agenda for May 11-12. Ellen wants to know if she and Adam can come out time to meet with the field researchers. Others want at least some sense of how various blocks of time will be used. Anything I can share?
2. I've also been asked what materials, if any, will be sent out in advance and when people can expect them.
3. ~~We~~ We've cancelled the telecon for tomorrow, since neither you nor SF can participate. Barry has an unavoidable conflict the following Wed. and Steve will be out of town. Could we do it on Thurs., April 29 instead - also at 9am? Please let me know.

4. The 2 items Shulsmith had hoped to cover in this week's telecon have to do with the educators survey and CRB program. She needs your comments on the following:

- a) She + Ellen are working together today on the content + format of the educators survey. Do you have any advice for them? Even if you don't, I know they'd like to hear from you so that there's no question that you're all in synch. I believe you can fax your response to Lauren Azouki at 904-874-7043.
- b) Do you have a suggested response to Atlanta re CRB? They ~~have to~~ are counting on our advice before their scheduled meeting with CRB. Would you please get back to Shulsmith no later than Thurs?

Thanks,  
Jimmy

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

FROM: Morton L. Mandel

DATE: April 16, 1993

SUBJECT: CIJE Expense Procedures in U.S. Only

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

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

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

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

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

Thanks for your help and understanding.



PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
73138 (5/90) PRINTED IN U.S.A.

DATE: 4/19 TIME: \_\_\_\_\_ NUMBER OF PAGES SENT: 2

<p><b>TO: FAX NO. ( )</b> <u>619-951</u>  <b>Name</b> <u>SEYMOUR FOX</u>  <u>ANNETTE HOCHSTEIN</u>  <u>SHMUEL WYGODA</u>  <b>Company</b> _____  <b>Street Address</b> _____    City _____ State _____ Zip _____ Country _____</p>	<p><b>FROM: FAX NO. (216)</b> <u>391-5430</u>  <b>Name</b> <u>GINNY LEVI</u>  <b>Company</b> _____  <b>Tele. No. ( )</b> _____ <b>Ext.</b> _____</p>
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PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
73138 (5-90) PRINTED IN U.S.A.DATE: 4/16 TIME: \_\_\_\_\_ NUMBER OF  
PAGES SENT: 2

<b>TO: FAX NO. ( )</b> <u>619-951</u> <b>Name</b> <u>SEYMOUR FOX</u> <u>ANNETTE HOCHSTEIN</u> <u>SHMUEL WYGODA</u> <b>Company</b> _____ <b>Street Address</b> _____  City _____ State _____ Zip _____ Country _____	<b>FROM: FAX NO. (216)</b> <u>391-5430</u> <b>Name</b> <u>GINNY LEVI</u> <b>Company</b> _____ <b>Tele. No. ( )</b> _____ <b>Ext.</b> _____
--	---

✓ I think the attached is self explanatory.  
Please return a completed "reservation form"  
for each of you.

Thanks,

Ginny



## COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

P.O. Box 94553, Cleveland, Ohio 44101

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

### *Chair*

Morton Mandel

### *Vice Chairs*

Charles Goodman

Neil Greenbaum

Matthew Maryles

Lester Pollack

### *Honorary Chair*

Max Fisher

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David Arnov

Daniel Bader

Mandell Berman

Charles Bronfman

Gerald Cohen

John Colman

Maurice Corson

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David Hirschhorn

Henry Koschitzky

Mark Lainer

Norman Lamm

Norman Lipoff

Seymour Martin Lipset

Florence Melton

Melvin Merians

Charles Ratner

Esther Leah Ritz

Richard Scheuer

Ismar Schorsch

Isadore Twersky

Bennett Yanowitz

MEMO TO: People planning to attend May 11-12, 1993 CIJE seminar

FROM: Virginia F. Levi

DATE: April 16, 1993

-----

Enclosed is information which should be helpful to you as you plan for the CIJE seminar in May. Please complete and return the form at the bottom of the page so that we can make the necessary hotel reservations.

If you have any questions, please feel free to contact me. I look forward to seeing you next month.

## CIJE Lead Communities/Training Institutions Seminar

May 10 - 12, 1993  
Cleveland, Ohio

**MEETING TIMES:** A meeting of CIJE staff and consultants is scheduled to begin at 6:00 p.m. on Monday, May 10. The last meeting will conclude by 5:00 p.m. on Wednesday, May 12.

**HOTEL ACCOMMODATIONS:** A block of rooms has been reserved at the Holiday Inn-Lakeside, 1111 Lakeside Avenue, Cleveland, Ohio 44114, 216-241-5100, for Monday, May 10 and Tuesday, May 11. Please indicate on the form attached when you will be arriving and departing. We will make reservations for you. You can pay by credit card when you check out.

**GROUND TRANSPORTATION:** Transportation to and from the airport will be provided by a Holiday Inn-Lakeside van. Please look for the van outside the baggage claim area at Exit 2. It will be marked Holiday Inn-Lakeside. If it is not there when you arrive, there is a courtesy phone in the baggage claim area. Be sure to ask for Holiday Inn-Lakeside. Transportation will also be provided between the hotel and the meeting site.

**MEALS:** Dinner will be provided on May 10 and 11 and lunch will be provided on May 11 and 12. All meals will be Kosher.

Kindly complete the attached form and return it to Virginia Levi, P. O. Box 94553, Cleveland, Ohio 44101. If you have questions, please call Ginny at 216-391-1852.

## CIJE Lead Communities/Training Institutions Seminar

May 10 - 12, 1993

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Organization: \_\_\_\_\_

Arriving at airport (date/time) \_\_\_\_\_ Flight \_\_\_\_\_

Departing at airport (date/time) \_\_\_\_\_ Flight \_\_\_\_\_

If arriving after 6:00 p.m., credit card information to guarantee room:

Credit card \_\_\_\_\_ Number \_\_\_\_\_ Exp. \_\_\_\_\_

To: CIJE Staff and Consultants

From: Ginny Levi

Subject: Arrangements for CIJE Seminar, May 11-12, 1993

Date: April 14, 1993

---

Attached is a brief overview of the meeting logistics.

We now have access to IVI Travel who will book your reservations for you. (Investigations have shown that Israelis can do better by making reservations in Israel.) For those based in the U.S., please make your airline travel arrangements by calling IVI at 216-881-0202 between 8:15 and 5:00, Monday through Friday. These tickets will be billed to your personal credit card and you will be reimbursed by submitting the attached travel expense form.

In an effort to manage our activities in an efficient and economical manner we ask our CIJE travelers to follow some basic standards.

1. Please make your travel arrangements through IVI at least 14 days in advance using "least cost routing."
2. CIJE reimburses travelers for travel expenses incurred on authorized trips. Expenses should be paid by the person incurring them and then reimbursed when the Travel Expense Statement is completed and approved. Attached is the Travel Expense Statement.
3. Please complete the Travel Expense Statement in ink and attach receipts for expenditures to the back of the statement. Please be sure to fill it out completely.
4. Travelers are expected to utilize the Holiday Inn—Lakeside van to and from the airport.
5. Hotel charges are to be paid by you upon checking out. They should not be billed to the CIJE.
6. Telephone charges should be itemized on your Travel Expense Statement by identifying the person or organization called.

Please feel free to call me if you have any questions.

Thanks.

STANDARD INSTRUCTIONS FOR COMPLETING  
TRAVEL EXPENSE STATEMENT

Page 7 of 12

Note: Travel expense Statements must be completed in ink.

1. Enter the address where the check should be mailed.
2. Specifically state the purpose for your travel. For example:  
    "To meet w/consultants in N.Y., on (Date)."  
    or, "To attend conference in Toronto, on (Date)."
3. Enter the amount of airline tickets obtained or provided to you by the MAF on a prepaid basis. Attach the "original passenger receipt" copy(s) and the travel itinerary provided by our authorized travel agent to the back of the statement.
4. Note: All unused airline tickets should be attached to the front of the statement. This includes MAF prepaid tickets as well as non-refundable tickets that were charged to the traveler.
5. Date of travel.
6. City traveled from.
7. City traveled to.
8. Amount of airline tickets which you used. Attach the passenger receipt copy(s) and the travel itinerary provided by our authorized travel agent to the back of the statement.  
  
In lieu of the original passenger coupon, attaching a clear photocopy (when possible) of the ticket with a note explaining the circumstances will be acceptable in the following situations.
  - a. When the original passenger coupon must be surrendered to the travel agent or airline to obtain credit for a ticket which was only partially used.
  - b. When "back-to-back" tickets have been obtained to qualify for discounted airline fares. In this case, the second copy of each of the two tickets will not be used until the second trip is taken. This requires that the "passenger receipt" of each ticket may not be torn out until all segments of each ticket have been used.
9. Total amount of personal auto expense incurred for each day as detailed on the reverse side of the statement.
10. In the event it is necessary to rent a car for MAF business purposes, a compact car will be rented through the authorized travel agent and the amount of the rental plus fuel purchased entered here. The car rental agreement, gasoline receipt(s) and the travel itinerary, provided by our authorized travel agent must be attached to the back of the statement. See Section VI for detailed guidelines on car rental.
11. Amount of local transportation as detailed on the reverse side.

12. Motel and hotel charges are to be paid for by you upon checking out. See Section VII for detailed guidelines on accommodations.
13. Meals
  - a. Current meal standards are listed on Exhibit B.
  - b. See Section VIII of this policy for detailed guidelines on reimbursement of meal expenses.
14. Costs incurred for business related postage.
15. Telephone
  - a. Telephone charges should be entered here and detailed on the reverse side.
  - b. If no receipt is available, the calls should be listed on the reverse side of the Travel Expense Statement in the space provided as shown in Exhibit A-1.

If a receipt is available, indicate the name of the person and city called next to each charge on the receipt.
  - c. Include original copy of any charge card billing with the name of the person called next to each charge.
16. Amount of all other reimbursable expenses should be entered here and detailed on the reverse side.

Note: Entertainment expense detail should be detailed as indicated on Exhibit A-1.
17. Daily total of reimbursable expenses.
18. Deduct the amount of travel advances you received, if applicable, and determine the amount due to or from the MAF.
  - a. If you spent more than the advance, deduct the amount of the travel advance from the total expenses and show the balance to be reimbursed.
  - b. If the travel advance exceeds the expenses incurred, please submit your check with your Travel Expense Statement to repay the advance.
19. Submitter must sign here. Submit to designated approver who will approve and submit directly for reimbursement. No expense statement will be processed if the submitter's signature is missing.
20. Detail expenses incurred for the use of your personal car.

NOTE: Beginning and ending daily mileage/kilometer readings must be entered on the reverse side of the Travel Expense Statement in the space provided. Always record your car's total beginning and ending mileage )for example, beginning 26,152 - ending 26,247.
21. Original receipts should be attached to your Travel Expense Statement. Photo copies are not acceptable.

MANDEL ASSOCIATED FOUNDATIONS  
TRAVEL EXPENSE STATEMENT

ENTITY/PROJECT

WEEK ENDING - SAT

NAME (PRINT)

ADDRESS

CITY

STATE

ZIP

P O  
U F  
R  
P T  
O R  
S I  
E P

MON.  
TUE.  
WED.  
THUR.  
FRI.  
SAT. and/or SUN.

NON-REIMBURSABLE AIR TRAVEL CHARGED TO MAF

(ATTACH RECEIPTS (SEE NOTES 1 & 2))

\$

	SUN.	MON.	TUE.	WED.	THUR.	FRI.	SAT.	TOTALS
DATE								
FROM								
TO								
TRAVEL AIR TRAVEL (SEE NOTE NO. 2)								
AUTO EXP: OWN CAR (DETAIL ON REVERSE SIDE)								
CAR RENTAL EXPENSE (INCLUDE PURCHASED GAS)								
OTHER TRANS. (DETAIL ON REVERSE SIDE)								
LODGING								
BREAKFAST								
LUNCH								
DINNER								
POSTAGE								
COMMUNICATIONS (DETAIL ON REVERSE SIDE)								
ENTERTAINMENT AND OTHER NON-TRAVEL EXPENSES (DETAIL ON REVERSE SIDE)								
TOTAL - (EXCLUDE NON-REIMBURSABLE ITEMS)								

NOTES:

1. Attach unused, company-paid tickets to the front of this report.
2. If this flight was not the least expensive, please explain why.

3. Attach receipts for Air Travel, Lodging and all other reimbursable receipts.  
Expenses will only be reimbursed per Travel Policy.

4. Fill out this report completely. Expenses will not be reimbursed when a report is incomplete.

I hereby certify that all of the above listed expenses were authorized  
amounts incurred in connection with my official MAF duties.

(SIGN)

Date

LESS ADVANCE (if applicable)

AMT. DUE MAF (attach check)

AMT. DUE FROM MAF

Approved By: (Print)

(SIGN)

Supervisor

Date

ATTACH ALL RECEIPTS, OTHER THAN UNUSED AIRLINE TICKETS. ATTACH UNUSED AIRLINE TICKETS TO THE FRONT.

	SUN.	MON.	TUE.	WED.	THURS.	FRI.	SAT.	TOTALS
1. DATE								
2. TRAVEL FROM								
3. TO:								
4. TO:								
5. TO:								
6. ODOMETER START								
7. ODOMETER FINISH								
8. MILES DRIVEN								
9. MILEAGE RATE								
10. MILEAGE EXPENSE								
11. PARKING								
12. TOLLS								
13. TOTAL AUTO EXP. (10+11+12)								

AMERICAN JEWISH  
ARCHIVES

[illegible][illegible][illegible]

## ENT AND OTHER NON-TRAVEL EXPENSES (ATT

[illegible]



PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
73138 (5-90) PRINTED IN U.S.A.

DATE: 4/15

TIME:

NUMBER OF  
PAGES SENT: 3

TO: FAX NO. ( ) 619 - 951  
SEYMOUR FOX  
Name ANNETTE HOCHSTEIN  
Company \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

FROM: FAX NO. (216) 391 - 5430  
Name GINNY LEVI  
Company \_\_\_\_\_  
Tele. No. ( ) \_\_\_\_\_ Ext. \_\_\_\_\_

URGENT

Dear Annette,

① I'm planning to send the attached to meeting invites and want to be sure I have all the facts straight. You'll note that there's one form for the Lead Communities + Denominations and a second for our staff group. I'm least certain whether the staff memo fits for the field researchers. Will they be here for the entire time? Will they join us for meals after the 5/10 dinner or meet and eat independently? I'd like to get these off, so hope you can respond before you leave for England. [Should ASN be in on any of this?]

② Art Rotman just called to say, much as he would like to be involved in the May seminar, he and his staff are all committed to meetings related to a board week-end from May 11 through the 16th. He wants to be sure you + SF know this before you see MLM on Sun.

③ Any reason not to invite Ellen Holding to participate in next week's staff telecon?

Thanks, Ginny

HH - Please note the 2 pages from Jack Welch, ~~attached~~. This is a number of our Steering Committee's decision. Would you please approve it and return it to me for processing? Thanks. \* I see he sent you a copy. Pls. approve + fax to me.

**CJJE Lead Communities/Training Institutions Seminar**

**May 10 - 12, 1993  
Cleveland, Ohio**

**MEETING TIMES:** A meeting of CJJE staff and consultants is scheduled to begin at 6:00 p.m. on Monday, May 10. The last meeting will conclude by 5:00 p.m. on Wednesday, May 12.

**HOTEL ACCOMMODATIONS:** A block of rooms has been reserved at the Holiday Inn-Lakeside, 1111 Lakeside Avenue, Cleveland, Ohio 44114, 216-241-5100, for Monday, May 10 and Tuesday, May 11. Please indicate on the form attached when you will be arriving and departing. We will make reservations for you. You can pay by credit card when you check out.

**GROUND TRANSPORTATION:** Transportation to and from the airport will be provided by a Holiday Inn-Lakeside van. Please look for the van outside the baggage claim area at Exit 2. It will be marked Holiday Inn-Lakeside. If it is not there when you arrive, there is a courtesy phone in the baggage claim area. Be sure to ask for Holiday Inn-Lakeside. Transportation will also be provided between the hotel and the meeting site.

**MEALS:** Dinner will be provided on May 10 and 11 and lunch will be provided on May 11 and 12. All meals will be Kosher.

Kindly complete the attached form and return it to Virginia Levi, P. O. Box 94553, Cleveland, Ohio 44101. If you have questions, please call Ginny at 216-391-1852.

---

**CJJE Lead Communities/Training Institutions Seminar  
May 10 - 12, 1993**

**Name:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Arriving at airport (date/time)** \_\_\_\_\_ **Flight** \_\_\_\_\_

**Departing at airport (date/time)** \_\_\_\_\_ **Flight** \_\_\_\_\_

**If arriving after 6:00 p.m., credit card information to guarantee room:**

**Credit card** \_\_\_\_\_ **Number** \_\_\_\_\_ **Exp.** \_\_\_\_\_

CLJE Lead Communities/Training Institutions Seminar

May 11 - 12, 1993  
Cleveland, Ohio

**MEETING TIMES:** First meeting will start at 8:00 a.m. on Tuesday, May 11 and the last meeting will conclude by 5:00 p.m. on Wednesday, May 12.

**HOTEL ACCOMMODATIONS:** A block of rooms has been reserved at the Holiday Inn-Lakeside, 1111 Lakeside Avenue, Cleveland, Ohio 44114, 216-241-5100, for Monday, May 10 and Tuesday, May 11. Please indicate on the form attached when you will be arriving and departing. We will make reservations for you. You can pay by credit card when you check out.

**GROUND TRANSPORTATION:** Transportation to and from the airport will be provided by a Holiday Inn-Lakeside van. Please look for the van outside the baggage claim area at Exit 2. It will be marked Holiday Inn-Lakeside. If it is not there when you arrive, there is a courtesy phone in the baggage claim area. Be sure to ask for Holiday Inn-Lakeside. Transportation will also be provided between the hotel and the meeting site.

**MEALS:** Lunch will be provided on May 11 and 12 and dinner will be provided on May 11. All meals will be Kosher.

Kindly complete the attached form and return it to Virginia Levi, P. O. Box 94553, Cleveland, Ohio 44101. If you have questions, please call Ginny at 216-391-1852.

---

CLJE Lead Communities/Training Institutions Seminar  
May 11 - 12, 1993

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Organization: \_\_\_\_\_

Arriving at airport (date/time) \_\_\_\_\_ Flight \_\_\_\_\_

Departing at airport (date/time) \_\_\_\_\_ Flight \_\_\_\_\_

If arriving after 6:00 p.m., credit card information to guarantee room:

Credit card \_\_\_\_\_ Number \_\_\_\_\_ Exp. \_\_\_\_\_



PREMIER INDUSTRIAL CORPORATION  
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73138 (5/90) PRINTED IN U.S.A.

DATE: 4/13

TIME: \_\_\_\_\_

NUMBER OF  
PAGES SENT: 9

TO: FAX NO. ( ) 619 - 951

Name SEYMOUR FOX  
ANNETTE HOCHSTEIN

Company \_\_\_\_\_

Street Address \_\_\_\_\_

City

State

Zip

Country

FROM: FAX NO. (216) 391 - 5430

Name GINNY LEVI

Company \_\_\_\_\_

Tele. No. ( ) \_\_\_\_\_ Ext. \_\_\_\_\_

Dear S+A,

Enclosed are materials for the CIJE Steering Committee set for Thurs. at 7:30 am, Chene. Time. Will you be at Annette's office?

We have 3 ring binders made up here. The first page attached lists the tabs, so you know what the agenda refers to. You may want to have similar book made.

Also enclosed -

1. The master schedule control - for tab 1
2. you have the minutes & assignments - Tabs 2 & 3
3. Raw material - goes behind Tab 4
4. There are no financial reports & nothing to go behind tabs 5-7.
5. The organization chart goes behind tab 8.
6. The Gattschalk/Meriano letter & response go behind Tab 9.
7. The agenda goes behind tab 10.

AH - Note that you're on for item IV, since SE won't be on the call.

Hope this is clear. Will talk to you on Wed. at 9 AM for the staff telecon.

o/e

Levi

Following are the names of the tabs in the CIJE Steering Committee factbook:

1. Master Schedule Control
2. Minutes
3. Assignments
4. Future Discussion Items
5. Financial Reports
- 6a. CIJE Meeting Plans: Executive Committee
- 6b. CIJE Meeting Plans: Board
- 6c. CIJE Meeting Plans: Annual Meeting
7. Lead Communities
8. Organization Planning
9. Reports
10. Agenda



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Schedule No. 1

Date Prepared 4/6/93

1993

1993

[illegible]



PREMIER INDUSTRIAL CORPORATION

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

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

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

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE RAW MATERIAL

ORIGINATOR/PROJECT LEADER VFL

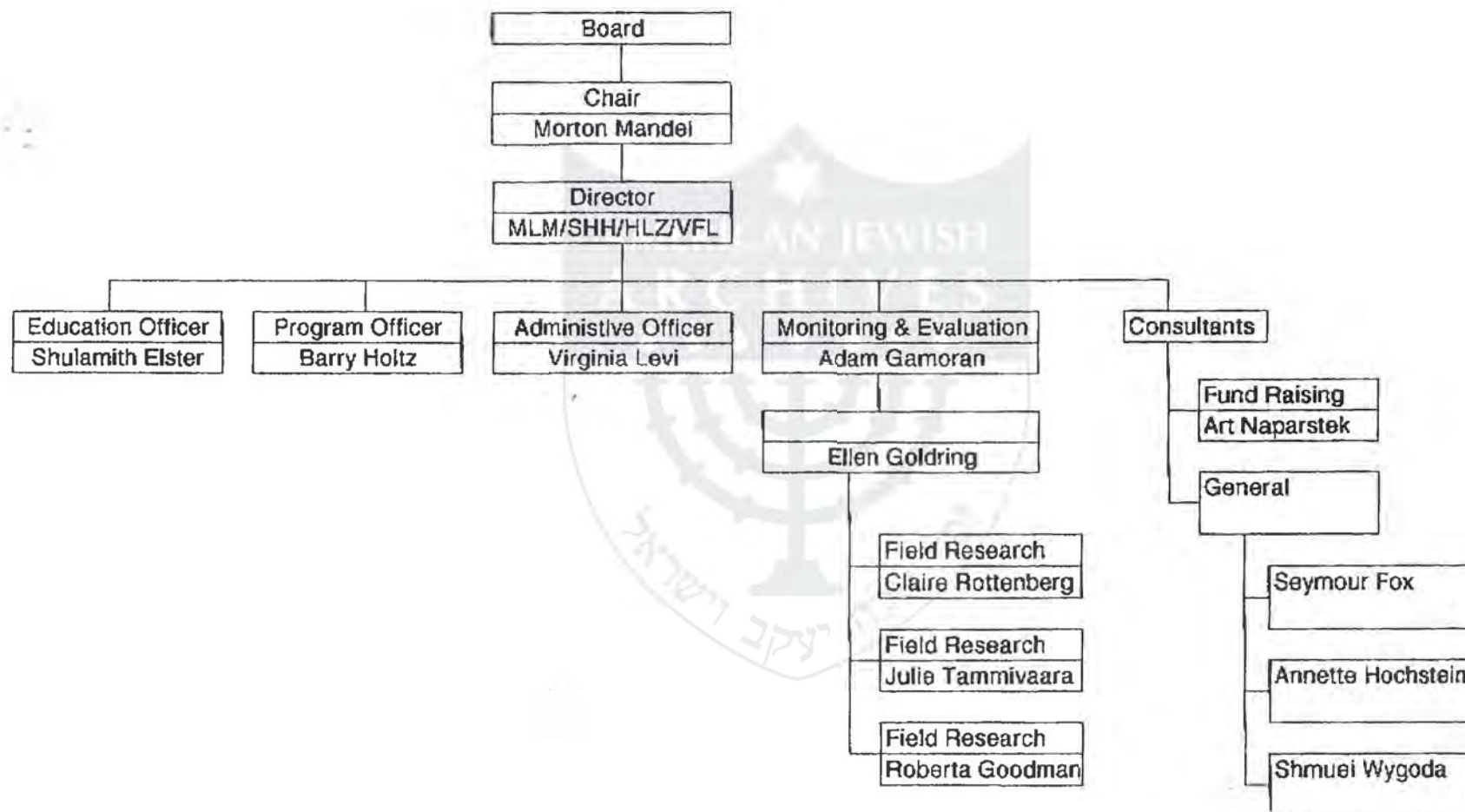
DATE 4/12/93

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

# CIJE ORGANIZATION PLANNING

## CURRENT ACTUAL

at 4/15/93



(VFL)



איחוד  
ליהדות  
מתקדמת  
באמריקה

# Union of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA

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

March 2, 1993

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

Dear Mort:

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

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

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

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

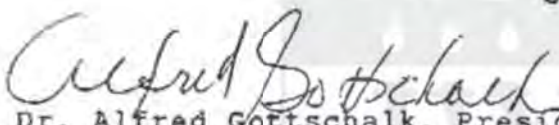
The potential for systemic change in these communities is, we believe, directly dependent on the investment of the deliverers of Jewish education in the process, professional leaders who are now in largest measure serving Reform, Conservative, Reconstructionist and Orthodox congregations and schools.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

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

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

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

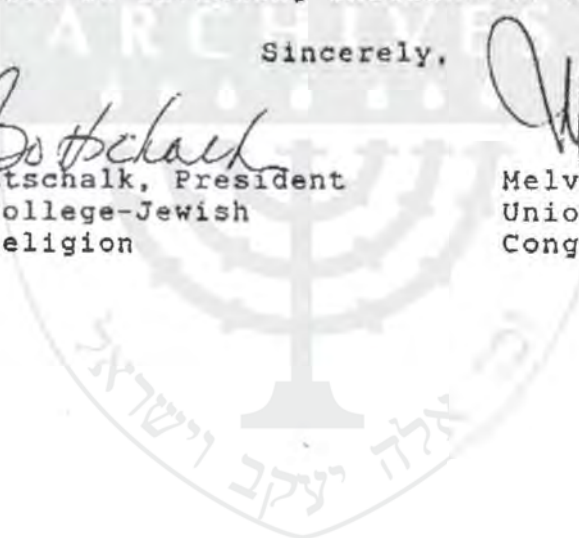
Sincerely,



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



Melvin Merians, Chairman  
Union of American Hebrew  
Congregations



MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

April 7, 1993

Dear Mel and Fred:

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

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

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

Thanks again, and warmest personal regards.

Sincerely,

MORTON L. MANDEL

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

bcc: Virginia F. Levi✓

## AGENDA

## CIJE STEERING COMMITTEE

April 15, 1993  
7:30 AM

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

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



DATE: 4/8/93 TIME: 11:10 NUMBER OF PAGES SENT: 1

TO: FAX NO. ( ) 619 - 951

Name SEYMOUR FOX  
ANNETTE HOCHSTEIN

Company

Street Address

City State Zip Country

FROM: FAX NO. (216) 391 - 5430

Name GINNY LEVI

Company

Tele. No. ( ) Ext.

Dear Seymour + Annette,

- ① I passed your message on to Betty about your Sun. telecon. She'll let you know if there are any problems, but thinks 4:00 is fine.
- ② Annette - I'm to ask you if you agree with my suggestion that we add Ellen to the staff telecon. I think the more in focus people are, the better. What do you think?
- ③ Mike Cole at Federation needs the street address of the School for Educational Leadership for the written approval of the letter of credit. Could someone please fax that directly to him on Fri?  
His fax # is 861-1230.
- ④ Seymour, my home address is  
3124 Chadbourne Rd.  
Shaker Hts., OH 44120

Thanks to everyone and Shabbat Shalom.

Ginny



TO: FAX NO. ( ) 619-951  
SEYMOUR FOX  
Name ANNETTE HOCHSTEIN  
Company \_\_\_\_\_  
Street Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

FROM: FAX NO. (216) 391-5430  
Name GINNY LEVI  
Company \_\_\_\_\_  
Tele. No. ( ) \_\_\_\_\_ Ext. \_\_\_\_\_

Dear Seymour + Annette,  
I hope your Pesach is a happy one.

- Here are the minutes of our last staff telecon. We'll be reviewing these same assignments on the 14th, at our next staff telecon, and on the 15th, at our Steering Committee telecon. Please arrange to have them both times.
- At a finance meeting MLM asked whose travel expenses we are paying for the May seminar. I said not the people from the Lead Communities, but that we were planning to cover our staff + consultants as well as the people from the training institutions. He asked why we're paying for the training inst. Can you help me with a rationale, or am I wrong to think we'll pay for them? A quick response would be helpful. We're meeting again at 10:00 Wed. morning.

Thanks + warm regards, Ginny

MINUTES: CIJE Staff Teleconference  
DATE OF MEETING: March 31, 1993  
DATE MINUTES ISSUED: April 2, 1993  
PARTICIPANTS: Shulamith Elster, Seymour Fox, Stephen H. Hoffman,  
Barry Holtz, Virginia F. Levi (Sec'y), Shmuel Wygoda,  
Henry L. Zucker  
COPY TO: Annette Hochstein, Morton L. Mandel

-----

I. The minutes and assignments of March 24 were reviewed.

- A. BH suggested that we reconsider the community initiatives concept and its priority level within the best practices lineup.
- B. It was felt that the letter drafted for use by Atlanta in introducing Claire Rottenberg and the monitoring, evaluation and feedback project needed strengthening. SE will check with Atlanta to see if the letter has been sent and, if not, will work with Ellen Goldring to be sure the letter includes a clear description of the project and an explanation of Claire Rottenberg's strengths.
- C. It was noted that the three projects listed in the minutes as pilots in Baltimore are actually projects that Baltimore has undertaken independently of CIJE. CIJE was asked for help in the form of ideas and identification of staff. It was noted that we should be helpful in any way we can, pointing out if we think an approach is off base, but should understand if the community decides to proceed anyway. SE will distribute descriptive information of the teacher specialist project and we will put it on the agenda for the next teleconference. Our goal will be to recommend to SE and BH how to proceed in conversations with Baltimore.
- D. SHH reported having spoken with Darrell Friedman about the status of lay participation in the Lead Community project and about David Hirschhorn's interest in being involved. Friedman has recently met with Hirschhorn and plans to involve him. He did not know about lay involvement in general and will follow up.

II. Educators Survey

A meeting was held on March 29th, chaired by Ellen Goldring, to draft the Educators Survey. Participants included SE, Chaim Botwinick, Ruth Cohen, and the three field researchers. It began with an open discussion of what we hope to learn from the survey to assist in planning for the Lead Communities. It was followed by the development of a draft instrument,

based on materials distributed in advance of the meeting. It concluded with a discussion of logistics on the management of implementation. The result of the day was a first draft of the instrument which is being put together and will be circulated for feedback.

Several issues were raised as a result of the meeting:

A. Timing

Because of the end-of-the-year academic schedule in Milwaukee, the instrument will have to be administered at the end of April. In order to accomplish this, it must be reviewed quickly once we receive it. SE will see that it gets to Israel by Sunday.

It was noted that the input of local educators is critical if this is not to appear as a top down approach. SE will suggest to AH a list of critical educators in each Lead Community who should be consulted. Israel will provide the academic input on reliability and validity. At the same time SE will check with the local educators to be sure the instrument is on target.

B. Analysis of Data

There was a strong sense at the Baltimore seminar that the data collected should be evaluated by a single person rather than having each community use local experts. It was felt that this would provide continuity in the evaluation and could become the start of a national data pool. SE and EG will summarize this recommendation and discuss it with AH.

C. Cost of the Survey

It was noted that this was an issue raised at the meeting, but no details were discussed during the telecon. SE will discuss this directly with AH.

III. Update on Communities

The focus during this telecon was on Milwaukee. SE and BH spent two days in Milwaukee meeting with educators, lay leaders and staff, and planning for a pilot project. The next step in launching a project on best practices in supplementary schools is to bring the prospective players together to consider ideas for change and steps for implementation. It was felt that it is important to conclude the next stage by mid-June so that implementation can begin with the start of the next academic year. Our approach will be to present the work to rabbis, educators and lay people from each of the supplementary schools, followed by the establishment of teams from each school which will work on their specific needs in consultation with SE and BH. The following timetable was outlined:

- A. Members of the Milwaukee commission will personally visit each rabbi and supplementary school director.
- B. Teams of rabbis, educators and lay people from each supplementary school will be established and will meet together with BH for a presentation on best practices in the supplementary school.
- C. BH and SE will meet with each individual team for consultations on issues particular to their school.
- D. BH and SE will synthesize the outcomes of the individual consultations and develop an overall project for launch in the fall.

It was reported that there is a complicated relationship between the Lead Communities project and MAJE (Milwaukee's BJE). It was noted that MAJE has a new acting director in whom our team has confidence and was suggested that it might be wise for us to help empower her by involving her in the project.

#### IV. Involvement of the Denominations

It was noted that the Milwaukee congregations are more involved in the Lead Communities project than are the congregations in the other two communities. The local commission members are meeting with rabbis and believe that all but one will be brought on board easily. They requested help with one Reform rabbi and it was suggested that Mel Merians be asked to talk with him. [Who will speak with Mr. Merians and when should this occur?]

Sara Lee reported to VFL that the Reform movement has met with its rabbis and educators in Atlanta and Baltimore to discuss involvement in the Lead Communities project. She noted that in both communities the denominational representatives feel that this is a federation process and that they are being left out. It was suggested that SHH and SE develop a plan for including the denominations in each community.

#### V. Plans for Mav Seminar

- A. It was noted that the development of an agenda should include input from the three communities. SE will talk with representatives of each about what they would like to see addressed.
- B. SE will also let Atlanta and Baltimore know that Milwaukee plans to bring lay leaders.
- C. Israel plans to run a simulation of the seminar in late April based on a sense of what would be viewed as successful outcomes for CIJE, the Lead Communities, and the training institutions. A first draft of an agenda for the seminar will be developed in Israel and distributed for discussion at the next telecon.

- D. The seminar will begin at 8 a.m. on Tuesday, May 11 and will conclude by 5 p.m. on Wednesday, May 12.

VI. The Function of Board Committees

A very brief discussion was held of the function of the board committees. It was suggested that they be viewed as similar to visiting committees at a university, involved in intensive review within their specific areas. VFL will use this concept to draft descriptions of the committees.

VII. Next Meeting

The next telecon is scheduled for Wednesday, April 14 at 9 a.m. eastern time. That and future meetings will be scheduled for a full two hours.





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Get draft of educators survey to Israel for review.		SE	3/31/93	4/4/93	
2.	Suggest to AH a list of critical educators in each Lead Community whose input to educators survey should be obtained.		SE	3/31/93	4/4/93	
3.	Check with local educators to see that the educators survey is on target.		SE	3/31/93	4/4/93	
4.	Circulate materials on the Baltimore "teacher specialist" concept to staff group.		SE	3/24/93	4/5/93	
5.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	4/9/93	
6.	Check on status of letter drafted for use by Atlanta in introducing Claire Rottenberg and the monitoring, evaluation and feedback project.		SE	3/31/93	4/9/93	
7.	Let Atlanta and Baltimore know that Milwaukee plans to bring lay leaders to the May seminar.		SE	3/31/93	4/9/93	
8.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	4/14/93	
9.	Get input from each Lead Community for agenda for May seminar.		SE	3/31/93	4/14/93	
10.	Talk with AH about the cost of the educators survey.		SE	3/31/93	4/14/93	
11.	With EG, summarize recommendation that data be evaluated by a single person and discuss with AH.		SE	3/31/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:  a. Gerald Cohen 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	4/15/93	
13.	Arrange with Ellen Goldring and Roberta Goodman to meet with the Milwaukee group in May to provide oral feedback on work they have undertaken.		SE	3/24/93	4/15/93	
14.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	4/21/93	
15.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/30/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

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 (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	4/15/93	
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	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft agenda for the May seminar for presentation to the Lead Communities for their additions and comments.		AH	3/24/93	4/9/93	
2.	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	4/15/93	
3.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	



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SEE MANAGEMENT MANUAL POLICY NO. 8.3  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	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	4/15/93	
2.	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	4/15/93	
3.	With SE, develop a plan for involving denominations in each community in CIJE.		SHH	3/31/93	4/21/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/20/93	
2.	With Ellen Goldring and Claire Rottenberg, present MEF projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
3.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/29/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		VFL	3/24/93	4/14/93	
2.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	4/14/93	
3.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	4/14/93	
4.	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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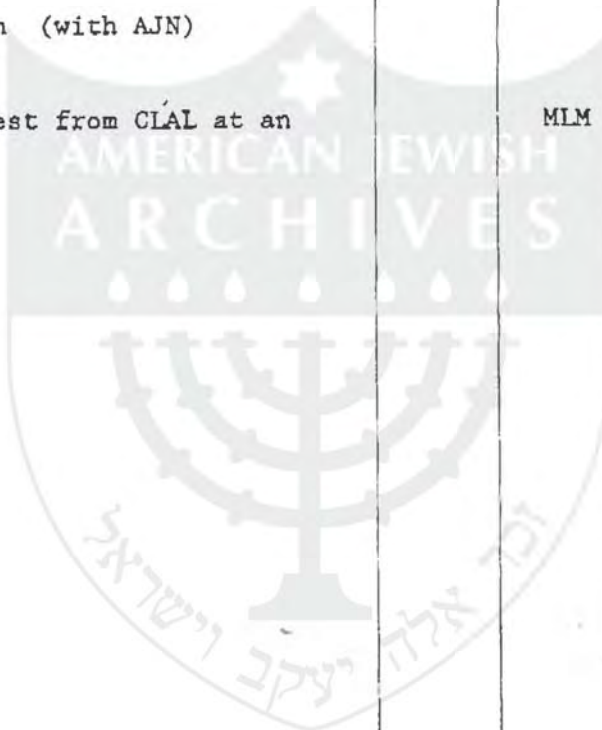
FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

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 b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93	4/15/93	
2.	Consider grant request from CIAL at an appropriate time.		MLM	3/30/93	TBD	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

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"><li>a. Mandell Berman</li><li>b. Maurice Corson</li><li>c. David Hirschhorn (with SF)</li><li>d. Ludwig Jesselson (with MLM)</li><li>e. Henry Koschitzky</li></ul>		AJN	2/25/93	4/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/2/93

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. Lester Pollack		AR	2/25/93	4/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 4/2/93

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. John Colman		HLZ	2/25/93	4/15/93	
2.	Encourage MLM to talk with Corky Goodman prior to scheduling of a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	4/15/93	

