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MEMO TO: CIJE Steering Committee

FROM: Virginia F. Levi *Jimmy*

DATE: March 30, 1993

This will confirm plans for CIJE Steering Committee meetings at
7:30 a.m. on the following dates:

Thursday, April 15

Thursday, May 13

Thursday, June 17

Friday, July 9

Wednesday, August 4

Seymour Fox and Annette Hochstein will participate via telecon.





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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. _____



Fax Memorandum

TO: Professor Seymour Fox and Shmuel Wygoda
copy to Ginny Levi

FROM Shulamith Elster

RE Update on Educator Survey

DATE April 2, 1993

Yesterday (Thursday) Ellen received the second draft of the questions generated by last Monday's meeting in Baltimore on the Educator Survey. She is working with these now and she and I have plans to meet on Sunday evening (when she will be in Washington to spend Pesach with her family here). We will

do our best to "turn our work around" on Monday (crev yom tov) and have material forwarded quickly to Israel in time for you to work on it chol ha'moed. I think we should set a time for a telecon on Friday between Israel, Ellen and myself based on materials you will receive by Wednesday. At that time Ellen will be back at Vanderbilt. Can you make a telecon on Friday?

ETCN

From my visit to Ramaz, regards from Haskell Lookstein, Jay and other colleagues. Lookstein referred to the Commission, Best Practices and other aspects of the work of the CIJE in his formal remarks to the Evaluation Team. Their work at Melton/and the Strategic Plan figured prominently in their presentations

I am on my way now to Baltimore to a meeting to plan the May "launch" activities.

Shabbat Shalom! Chag Samech v'kasher..... S.

MEMO TO: CIJE Steering Committee

FROM: Virginia F. Levi *Ginny*

DATE: March 30, 1993

This will confirm plans for CIJE Steering Committee meetings at
7:30 a.m. on the following dates:

Thursday, April 15

Thursday, May 13

Thursday, June 17

Friday, July 9

Wednesday, August 4

Seymour Fox and Annette Hochstein will participate via telecon.



To: CIJE Interested Parties
 From: Barry W. Holtz
 Re: Pilot Projects
 February 22, 1993

We have spent some time talking about the concept of the "Pilot Projects" for the Lead Communities. In this memo I will put down some ideas that Shulamith Elster and I have been thinking about that may help our discussions about the Pilots.

A Pilot Project is an initiative undertaken by a Lead Community in its start-up phase, even before the planning process is completed. The purpose of the Pilots is to "jump start" the process for change in the Lead Communities as well as to build local enthusiasm for the Lead Communities Project. In addition Pilot Projects can help in the planning process or test on a small scale what may later be attempted in a larger context.

All Pilot Projects should be centered around the two main "directives" of the CIJE, as stated in *A Time to Act*: a) build community support for Jewish education; b) build the personnel of the profession of Jewish education.

Shulamith and I have conceptualized three different "cuts" into the Pilots (which we call Pilot A, B and C), all or some of which can be launched in each Lead Community.

Pilot A

Pilot A is a series of consultations-- an ongoing educational seminar-- by the CIJE and its guest consultants developed for the Lead Community Commission. Its purpose is to help the Lead Communities plan, envision and launch the implementation of educational change. These consultations would, in essence, form the beginnings of the "content" side of the planning process outlined in the *Lead Communities Planning Guide* (see specifically pp. 31-33).

The "curriculum" of these consultations would be based on the work of the Best Practices Project. Shulamith and I would lead (or arrange for other consultants to lead) a presentation and discussion about each of the areas in the project: supplementary schools, early childhood Jewish education, the Israel Experience, JCCs, day schools, the college campus, adult education, camping, and community-wide initiatives (those programs in training, recruitment, board development, etc. that have been done at the community level such as Federation or BJE). In addition, we will devote sessions to the process of implementing change in educational settings.

Where the publications of the Best Practices Project are available (e.g. the supplementary school), we will use those volumes as the "text"; where they are not available, experts in the field who are working on the project will present to the group.

The seminar will also include presentations from educators in the Best Practices sites and visits by the Lead Communities Commission (or relevant task forces within it) to actual Best Practices sites.

Pilot B

Pilot A works at the level of community leadership; Pilot B aims at the educational leadership in the local Lead Community. It focuses on the introduction of new ideas into the the community. Here we could imagine a similar approach to Pilot A, but with a different audience: sessions with relevant educational leaders based around the Best Practices Project; visits to sites; visits from Best Practices practitioners.

Pilot C

Pilot C aims to be less oriented on planning and more focused on practical skills, for a number of different potential populations:

- #1: The Rabbis Seminar for supplementary schools. Based on Joseph Reimer's work for the Commission, this would be a mini-course for local rabbis on improving their supplementary school. It would include visits by rabbis the Best Practices Project supplementary schools. This could be organized by the denominations or trans-denominationally.
- #2: The Supervisor Level: a mini-course oriented toward the principals of schools or agency directors around some skills important for their work-- leadership in education, supervision, board relations, etc.
- #3: The "front line soldier": a project oriented for the teachers in the field. This might include an inservice project for early childhood teachers, an Israel oriented program etc. It is likely that these could come from national training and service organizations.

Examples:

The Melton Research Center/JTS has proposed an intensive program on teaching using the arts for the Baltimore BJE. This project could serve as a Pilot C, #3 project.

The Hebrew University's Melton Centre has proposed developing a number of options for Lead Communities teachers-- a) sending a teacher from each community to the Senior Educator program; b) using the

Melton Mini-School in the Lead Communities to provide Jewish content knowledge for early childhood educators, etc. c) A Seminar in Israel could be arranged for principals of Lead Communities dayschools to prepare them for bringing their staff the next summer.

Yeshiva University could be approached to offer a program for Lead Communities day school teachers.



AGENDA
CIJE STAFF TELECON
Wed., March 31, 1993
9:00 AM (EST)

Expected Participation: Shulamith Elster, Seymour Fox, Steve Hoffman,
Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry Zucker

Assignment

- I. Review Minutes and Assignments of 3/24/93 VFL
- II. Report on Baltimore meeting on educators survey SRE
- III. Update on each community, including status of:
 - A. Best Practices Project
 - B. Pilot Projects
 - C. Monitoring, Evaluation & Feedback
 - D. Mobilizing the community
 - 1. Leadership mobilization (lay leaders, educators rabbis, professionals)

Baltimore: VFL report on conversation with Sara Lee
[The denominations and Lead Communities]
 - 2. Launching local commissions
 - 3. Hiring full-time project directors
- IV. Plans for May Seminar
 - A. Preparations
 - B. Involving communities in planning
 - C. Schedule
- V. Define function of Board Committees VFL
 - A. Lead Communities Committee
 - B. Best Practices Committee
 - C. Monitoring, Evaluation & Feedback Committee
 - D. What about a Finance Committee?
- VI. Confirm next telecon

Wed., April 14, 9:00 a.m. (EDT)



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Circulate Ellen Goldring's letter to Steve Gelfand describing the monitoring, evaluation and feedback project to staff group.		SE	3/24/93	3/31/93	
2.	With VFL, develop a calendar for how to proceed in each Lead Community, including a time line and assignments.		SE	3/24/93	3/31/93	
3.	Circulate materials on the Baltimore "teacher specialist" concept to staff group.		SE	3/24/93	4/2/93	
4.	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	
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	4/15/93	
6.	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	
7.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/30/93	

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

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	FOX ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none"> a. 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.	<p>Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.</p>		SF	3/24/93	4/15/93	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

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	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Daryl Friedman about the status of lay participation in the Lead Community activity in Baltimore and encourage him to involve David Hirschhorn.		SHH	3/24/93	3/31/93	
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	4/8/93	
3.	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	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/25/93

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 pilot 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	5/15/93	
4.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

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, Waxner and other funders		MLK	1/28/93	TBD	





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

3/25/93

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	3/31/93	
2.	Design meeting planning process and pull raw materials out of minutes to use for planning.		VFL	3/8/93	3/31/93	
3.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	3/31/93	
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	4/1/93	
5.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	



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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

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. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer</p>		MLM	2/25/93	4/15/93	





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

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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	NAPARSTEK ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/25/93

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





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SEE MANAGEMENT MANUAL POLICY NO. 8.5
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☐ ACTIVE PROJECTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

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	





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/25/93

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	



The Milwaukee staff will be developing a memorandum/minutes of our meetings and I will forward this when it is ready.

Follow-up and for staff discussion:

1. The leadership would like to have Annette in her capacity as the Project Director visit the community and have Danny Maron come for consultations about the goals/Educated Jew Project.

2. There is concern about how the MEF project will contribute through the feedback loop to plans now being made for both the work of the Commission and the pilot projects. This is an issue that I brought up in the telecon earlier this week. Louise Stein: "It is now six months into the project and we haven't heard anything!"

3. Regarding the goals project, they would like to know more (Jane Greene, particularly) about what happened at the consultation in Mexico and how that experience can inform the work being now undertaken and planned for in Milwaukee?

Attachment: Schedule of specific meetings held on March 23th and 24th.





MILWAUKEE JEWISH FEDERATION

1 9 0 2 - 1 9 9 2

recognizing 92 years of service to
the Jewish community

March 23, 1993

Dr. Shulamith Slater
5424 Woodie Lane Dr.
Baskville, MD 20082

Dear Shulamith:

We are looking forward to you and Barry Rolts visiting Milwaukee on Tuesday and Wednesday, March 23 and 24. The agenda for these two days is as follows:

Tuesday, March 23

- 9:00 - 11:30 a.m. - Meeting with Jane Gellman, Louise Stein, Howard Weinstein and Ruth Cohen (Room 218-JCC)
- Noon - 1:30 p.m. - Lunch with Dr. Joshua Chorowsky, Ina Regosin and Ruth Cohen (Anchorage Restaurant)
- 3:30 - 5:00 p.m. - Visit Congregation Sinai - Supplementary School
- 6:30 - 8:00 p.m. - Dinner with Ruth Cohen, Jane Gellman, Louise Stein and Howard Weinstein

Wednesday, March 24

- 8:00 - 9:30 a.m. - Breakfast with Louise Stein, Jane Gellman, Ruth Cohen and Howard Weinstein
- 10:00 - Noon - Visit Yeshiva Elementary School
- 12:30 - 2:00 p.m. - Lunch with Ruth Cohen
- 2:30 - 4:00 p.m. - Visit Milwaukee Jewish Day School
- 4:15 - 5:15 p.m. - Meeting with Jay Roth, Executive Director, JCC, Howard Weinstein, Jane Gellman, Louise Stein and Ruth Cohen (Room 218-JCC)

Dr. Abraham Elster
March 12, 1993
Page 2

The Jewish Community Center has just received a two year grant from the Helen Bader Foundation to start a family education/staff development program. Jay would like to discuss his plans with you and get your input. A copy of the proposal is enclosed.

I am looking forward to seeing you on March 23.

Sincerely,

Ruth Cohen

Dr. Elster Cohen
Director, Lead Community Project

RC/am

enclosure

cc: Barry Holts



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

FROM: FAX NO. 29
 Name GINNY LEVI
 Company _____
 Telo. No. () _____ Ext. _____

Dear Seymour & Shmuel,

First, I am sending the letter prepared for Atlanta's introduction of Claire Rotenberg, per my assignment.

Second, I'm sending a draft agenda for our Wed. telcon. Items V. and VII. were on the list of suggested items that AH sent me. I'm not sure we have a lot to discuss, except maybe my conversation with S. Lee.

Please let me know your suggestions for the agenda. Unless otherwise notified, I will assume you'll be at 617-418.

Best,
Ginny

Dear :

As you may know, Atlanta has been selected by the Council for Initiatives in Jewish Education (CIJE) as one of three lead communities in Jewish education in North America. An underlying goal of the Lead Communities Project is to foster Jewish continuity through Jewish education. Essential to this goal is mobilization of the Jewish community behind Jewish educational efforts.

One part of the collaborative effort between CIJE and the Atlanta Jewish community is the CIJE Monitoring, Evaluation, and Feedback project. The purpose of this project is to document the process and implementation of efforts in Jewish education made by Atlanta. Claire Rottenberg is the field researcher for Atlanta. As part of the effort at documentation, Claire will be interviewing a wide-range of community members, including lay leaders, rabbis, educators, parents, and students. She also will be observing Jewish educational programs and meetings related to Jewish education in Atlanta. As part of her role, Claire will be contacting many of you to discuss Jewish education in Atlanta during the course of this project. She looks forward to a collaborative effort between CIJE and the Atlanta Jewish community.

- No. 1. description

- No. 2. explanation

- "We hope it will be an interesting"

AGENDA
CLJS STAFF TELECON
Wed., March 31, 1993
9:00 AM (EST)

Expected Participation: Shulamith Elster, Seymour Fox, Steve Hoffman,
Barry Keltz, Ginny Levi, Shmuel Wysoda, Henry Zucker

Assignment

- | | | | |
|-----|-------|---|-----|
| D | I. | Review Minutes of 3/24/93 | VFL |
| Q | II. | Review Assignments of 3/24/93 | VFL |
| | III. | Report on Baltimore meeting on educators survey | SRE |
| 102 | IV. | Best Practices Project | BH |
| | V. | Pilot Projects: What do communities want? | SRE |
| | VI. | Monitoring, Evaluation & Feedback: Anything new? | SRE |
| | VII. | Mobilizing the community | ??? |
| | | A. Leadership mobilization (lay leaders, educators rabbis, professionals) | |
| | | VFL report on conversation with Sara Lee | |
| | | B. Launching local commissions | |
| | | C. Hiring full-time project directors | |
| | VIII. | Board Committees | VFL |
| | | Help to define function of board committees: | |
| | | A. Lead Communities Committee | |
| | | B. Best Practices Committee | |
| | | C. Monitoring, Evaluation & Feedback Committee | |
| | | D. What about a Finance Committee? | |
| | IX. | Confirm next telecon | |
| | | Wed., April 14, 9:00 a.m. (EDT) | |

*Preparation for seminar - Contact
Apr 6 on PTO (17 of 600)
Status of each L.C. as development
is Atlanta. When do we start work*



PREMIER INDUSTRIAL CORPORATION

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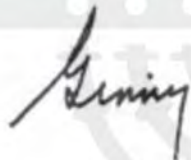

Country _____

FROM: FAX NO. (216) 391 - 5430Name Geniy Levi

Company _____

Tele. No. (216) 391 - 9300 Ext. _____

Here are the minutes of our Wed. telcon. I have to wait for Joan to get back from vacation next Mon. to do the assignments, but I thought you might find this useful in the meantime.

MINUTES: CIJE Staff Telecon
DATE OF MEETING: March 24, 1993
DATE MINUTES ISSUED: March 25, 1993
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Virginia Levi (Sec'y),
Shmuel Wygoda, Henry L. Zucker
COPY TO: Barry Holtz, Morton L. Mandel

I. The Minutes and Assignments of March 5 and 10 were reviewed.

- A. Ellen Goldring sent a letter to Steve Gelfand in Atlanta describing the monitoring, evaluation and feedback project. SE will see that this is circulated to the staff group.
- B. SF reported on a conversation with David Hirschhorn, who is enthusiastic about the work of CIJE. SF is to write a letter to Mr. Hirschhorn indicating our understanding that he would like to encourage the Lead Communities to formulate goals for use as a basis of evaluation. Mr. Hirschhorn also wants to meet with MLM and Esther Leah Ritz to discuss how he can help with the work of a monitoring, evaluation and feedback committee. He would also like to meet with Adam Gamoran and Ellen Goldring to be kept in touch with the work they are doing. SF will draft a letter for review by SHH, MLM, and HLZ.

SF noted that Mr. Hirschhorn is anxious to be involved in the local Lead Community project in Baltimore. It was suggested that SHH encourage Daryl Friedman to involve Hirschhorn locally. SHH will also suggest that MLM talk with Roy Hoffberger about the process in Baltimore and will provide him with an outline of discussion points.

- C. HLZ will encourage MLM to talk with Corky Goodman so that the meeting with the presidents and executives of CJF, JCCA and JESNA can be scheduled.
- D. VFL was encouraged to move ahead on drafting a communication with board members about membership on board committees so that those committees can begin to function.

II. Update on Communities

A. May Seminar

Work is under way to schedule a seminar with the training institutions in which they are to discuss how best to work with the Lead Communities, followed by a seminar of the Lead Communities, to include some overlap time for interaction with the training institutions. It may be impossible for the two to coincide, in which case we may try to hold a meeting with the training institutions during the week of May 10 and a separate meeting with the communities on May 17 and 18 at which one agenda item would be a presentation of what the training institutions are prepared to offer.

Discussions will be held in Israel about the various options and SF will advise VFL by Friday, March 26 on how to proceed with the planning and arrangements.

It was suggested that we involve the communities in preparation of the agenda for the seminar. SE, SF, and AH will begin by developing our proposed agenda. This will then be presented to the communities for their additions and comments.

B. Atlanta

Atlanta continues to have problems with availability of staff time. SE, EH, and E. Goldring are scheduled to hold a series of meetings in Atlanta on April 20. They will begin by meeting with educators and other professionals, followed by a series of presentations to the Atlanta commission on the work of CLJE. During that visit, they will begin to work with Emory University on the possibility of developing a pilot project on personnel development. They will also continue conversations about Atlanta's participation in the CRB Israel experience project.

It was noted that Atlanta will not send a representative to the meeting on March 29 on the educators survey. They will, however, send someone to the May seminar.

It was suggested that the lay leaders of Atlanta are more ready to move ahead than the professional staff. It was noted, however, that there are two factions of lay people trying to take the community in different directions and that the staff is caught somewhere in the middle. It was agreed that this all needs to be thought through carefully.

CIJE Staff Telecon
March 24, 1993

Page 3

C. Baltimore

A meeting has been scheduled for May 14 at which presentations will be made to a group of community professionals on the work of CIJE. SE will meet with the Baltimore team on April 2 to prepare for that May 14 meeting. She will talk with them at that time about the possibility of including meetings with lay people on that May date.

SE and BH have begun to talk with Baltimore about pilot projects. There are some materials on the "teacher specialist" concept which SE will circulate to this group. This project has been funded; the professional advisory committee has met; and this project is under way. Baltimore has received funding to expand Israel programming for teens. [Later: At this stage of the projects, do they qualify as pilots?] Finally, Baltimore is responding to a request by a local synagogue to rethink its supplementary education program.

When SRH calls Daryl Friedman to talk about David Hirschhorn's interest in being involved locally, he will also ask about the status of lay participation in the Lead Community activity.

C. Milwaukee

SE and BH were in Milwaukee for a series of meetings and visits to schools on March 23 and 24. The Milwaukee commission has been established and is planning to work over the next six months through task forces on personnel, supplementary schools, and strategic planning. They are working on developing a pilot project based on the Best Practices in the Supplementary Schools report.

It was noted that a project on staff development on family education through the JCC has been funded for two years by the Bader Foundation. Daniel Bader is enthusiastic about CIJE and pleased to be on the board. It was suggested that we begin to develop our relationship with him. It may be that Chuck Ratner could be an effective mentor for him. This will be considered further.

It was reported that Milwaukee has expressed concern about their perception that CIJE is not meeting its part of the bargain in the monitoring, evaluation and feedback project. Milwaukee was expecting feedback on the work they have already undertaken and would like that process to begin as soon as possible.

AH indicated that she was aware of this concern and has spoken with Adam and Ellen about how to proceed. Adam will be in Israel for a meeting with SF and AH on April 8, at which this issue will be discussed. A time table for written reports will be developed then. In the meantime, it was agreed that SE should arrange for Ellen and Roberta to meet with the Milwaukee group in May and to provide oral feedback at that time.

III. Educators Survey

A meeting is scheduled for Monday, March 29 in Baltimore at which the survey is to be drafted. Participants will include Ellen Goldring (Chair), Shulamith Elster, Chaim Botwinick of Baltimore, Ruth Cohen of Milwaukee, and the three field researchers. They will discuss the methodology, content, and logistics of the educators survey. Each participant has received an agenda for the meeting and material for review. The outcome should be a draft survey which will be circulated to this group for quick response. The goal is to have a finished survey by the second week of May in order that it can be administered before the end of the current academic year. It was suggested that the draft also be circulated to local educators for their input.

As noted earlier, Atlanta will not have a representative at the meeting. However, SE will consult with Atlanta staff in advance of the meeting and will keep their issues and concerns on the table as discussions proceed.

IV. Progress Report on Best Practices

- A. The JCCA project is still under way, but has experienced some delay as JCCA moves its offices.
- B. The early childhood project is moving ahead. Participants have submitted their reports and EH is in the process of compiling them.
- C. The campus project began with a meeting with Hillel and will move forward from there.
- D. Conversations have taken place with Bob Hirt and Bob Abramson on the day school project. This is just getting under way.
- E. Preliminary conversations have been held with Jon Woocher on the possibility of identifying community initiatives on behalf of Jewish education.

It was suggested that with the supplementary school project completed, our current priority should probably be the day schools, with early childhood, the Israel experience, and the JCC following in that order. There was a sense that community initiatives should be postponed while we move forward in the other areas.

V. Next Steps

- A. Based on the discussion at this meeting and activities in the communities, SE and VFL will develop a calendar for how we should be proceeding in each community, including a time line and assignments.
- B. It was agreed that we should begin now to plan for meetings with the Lead Communities and training institutions to follow the meetings now being set for May. This will be a topic for the next staff telecon.
- C. Future telecons will be scheduled for 9:00 a.m. Eastern time every Wednesday. The next telecon is scheduled for March 31. We will skip the following Wednesday and hold a telecon on April 14. Subsequent telecons will be confirmed as we proceed.



Tel. 972-2-617 418; 618 728

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Facsimile Transmission

To: Ginny Levi Date: March 24, 1993

From: Annette Hochstein No. Pages: 2

Fax Number: 001-216-391-5430

Dear Ginny,

When we get to item III. on the agenda "Update on communities", we suggest that we discuss the following items:

A. The May seminar

B. The attached list of subjects:



1. Pilot Project
 - What communities want to do
2. Best Practices
 - Present to various audience
 - Work with Lay People & Educators
3. Placement, new hires, training of Senior People
4. Relaunch Monitoring, Evaluation, & Feedback
5. Educators survey
6. Mobilizing the community
 - a. leadership mobilization (lay leaders, educators, rabbis, professionals)
 - b. launching local commissions
 - c. hiring full-time project directors
7. Bridge to foundations
8. Time line and assignments

Amelle



AGENDA
CIJE STAFF TELECON
Wed., March 24, 1993
9:00 AM (EST)

Expected Participation: Shulamith Elster & Barry Holtz - Milwaukee
Seymour Fox, Annette Hochstein, Shmuel Wygoda - Jerusalem
Steve Hoffman, Ginny Levi, Henry Zucker - Cleveland

	<u>Assignment</u>
I. Review Minutes of 3/5/93	VFL
II. Review Assignments of 3/10/93	VFL
III. Update on communities <i>M. J. Elster 11.6.66 p. 10.</i>	SRE
IV. Status of educators survey	SRE
V. Progress report on Best Practices project	BWH
VI. Set regular telecon time/day	VFL

Proposal: Wednesdays at 9:00 am EST

Alma-la





DATE: 1-7 TIME: _____ NUMBER OF PAGES SENT: 7

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Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City _____ State _____ Zip _____ Country _____

FROM: FAX NO. R/G ~~391-5430~~

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Annette -

I will participate in the telecon, after all.
Have changed my plans.



AGENDA
CIJE STAFF TELECON
Wed., March 24, 1993
9:00 AM (EST)

Expected Participation: Shulamith Elster & Barry Holtz - Milwaukee
Seymour Fox, Annette Hochstein, Shmuel Wygoda - Jerusalem
Steve Hoffman, Ginny Levi, Henry Zucker - Cleveland

	<u>Assignment</u>
I. Review Minutes of 3/5/93	VFL
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III. Update on communities	SRE
IV. Status of educators survey	SRE
V. Progress report on Best Practices project	BWH
VI. Set regular telecon time/day	VFL
Proposal: Wednesdays at 9:00 am EST	

MINUTES: CIJE Steering Committee

DATE OF MEETING: March 18, 1993

DATE MINUTES ISSUED: March 19, 1993

PRESENT: Stephen Hoffman, Ann Klein, Virginia Levi (Sec'y),
Morton Mandel, Barry Reis

COPY TO: Seymour Fox, Annette Hochstein, Henry L. Zucker

I. Purpose of Committee

The purpose of this committee is to coordinate and facilitate the work of CIJE. Over time, the committee will develop a regular modus operandi for CIJE.

Future meetings should include Seymour Fox and Annette Hochstein by telecon.

II. Administrative Needs

Ann Klein will serve as office manager for CIJE. Under her guidance, we will systematically develop policies and procedures. When we have a new secretary/bookkeeper, that person will be directly involved in implementation of many of the procedures.

AGK is preparing an operations manual with sections on general administration, travel, equipment and supplies, personnel, and communications. As we formalize our approach in each of these areas, the appropriate policies and forms will be distributed to CIJE staff and consultants.

With respect to travel, we are working toward an arrangement where one person at a selected travel agency will be responsible for handling all CIJE plane and hotel reservations.

III. Status of the Work with the Lead Communities

A. Atlanta

Discussion centered around the reluctance of Atlanta to move rapidly. This is of great concern to us. We will work with Atlanta to correct the situation.

There is an additional complication in Atlanta because they have been selected by the CRB Foundation as a CRB Lead Community and don't know how to respond. Barry Holtz spoke with Peter Gaffen, director of the CRB project, in an effort to learn what is actually happening. He was frustrated with the "snow job" he got as a response. This is something to be considered further in the future.

B. Baltimore

Baltimore is in a better position than Atlanta because they are well staffed. They are trying to put us on their timetable, but CIJE is succeeding in moving them more quickly than they might like. We are shaping their style.

C. Milwaukee

Milwaukee is moving most quickly and our challenge is to keep up with the necessary materials and ideas. The relationship with Milwaukee seems to be working well.

D. Lay Involvement

It was noted that most of the work in the communities so far has involved staff with staff or, on occasion, staff with lay leaders. At some point MLM or perhaps Chuck Ratner should probably visit each community. It was suggested that this would provide the lay people in most communities with a sense of purpose and excitement.

It was suggested that at the next steering committee meeting a plan and timetable for lay involvement with each Lead Community be developed.

IV. Communication Needs

It was noted that a modest communication plan could be very beneficial for CIJE. This might involve the periodic publication of a newsletter, distribution of documents such as Stu Eizenstat's 1992 GA speech, and similar communications with various publics.

It was suggested that we consider hiring a consultant to work on this for a half to a full day each week. Ideally, this would be someone already familiar with Jewish education who could be up-trained and would be available to help strategize and make contacts with the media while keeping our various publics informed. Steering Committee members are encouraged to submit any suggestions to VFL.

It was agreed that VFL will now arrange to distribute the minutes of the Executive and Board meetings of February 25. Further consideration will be given to what distribution, if any, there should be of the minutes of the Annual Meeting.

Internal communication is being handled through a weekly telecon of CIJE staff.

There was some discussion of the possibility of using JESNA as a distributor of CIJE publications. It was agreed that there are advantages and disadvantages and that this will be considered further in the future.

V. Funding

- A. VFL will work with AJN on drafting grant proposals and arranging meetings with prospective funders. She will solicit reactions and involvement of others on the CIJE team as appropriate.
- B. When checks arrive from funders, BR will notify VFL who will prepare acknowledgements for MLM's signature.

VI. Personnel Needs

The need to seek a full-time executive for CIJE was discussed. It was suggested that the ideal candidate will probably not be interested in the organization until we are somewhat further along. It was suggested that we look for someone who would be available to carry us through the next couple of years until we are on firmer footing. One possibility might be for SF to identify someone from Israel who would be available to work with us here for two years.

Two names were raised as examples of the sort of person we might wish to consider: Carmi Schwartz or Alvin Schiff. It was suggested that members of the Steering Committee consider this and submit any names to MLM.

VII. Future Meetings

The following is a tentative schedule of future meetings, to be revised if they do not mesh with the schedules of SF and AH.

Thursday, April 15, 7:30 a.m.
Thursday, May 13, 7:30 a.m.
Thursday, June 17, 7:30 a.m.
Friday, July 9, 7:30 a.m.
Wednesday, August 4, 7:30 a.m.



DATE: 3/18 TIME:

NUMBER OF
PAGES SENT: 2

TO: FAX NO. () 619 - 951

Name ANNETTE HOCHSTEIN

Company

Street Address

City

State

Zip

Country

FROM: FAX NO. (2/6) 341 - 9962

Name GINNY LEVI

Company

Tele. No. () Ext.

Dear Annette,

Had a meeting of a new committee today - CISE Steering Committee. I'll send minutes when they're ready. MLM asked me to check the proposed dates of future meetings w/ you + SF, so you could participate by telecon. Are you available at 7:30 a.m. Cleveland time on the following dates: April 15, May 13 (you could participate in person), June 17, July 9, Aug. 4. Please let me know as soon as possible.

Also, about scheduling weekly staff telecons - - Steve says he almost always has breakfast meetings, but could make himself available on most days at 9:45 a.m. Is there a day each week when you could join at that time? (I realize it's not ideal, so await your reaction.)

Thanks. And - see attached.

Ginny

P.S. Effective Mon., we should have a new fax #.
Will let you know.

3/18/93

Dear Annette,

Here's where I am with the scheduling. It's not great. If you could stay 1 more day, I could try for the 17-19th. Here's what we have:

	May 10	May 11	May 12	May 13	Comments
's Hirt	Not available	OK	OK	OK	
Ivin Schiff	OK	OK May have to teach in a.m.	OK evening both days	OK	
ob Abramson	OK, if nec.	OK	OK	OK	17+18 better.
yeh Davidson	OK	OK	OK	OK	
ara Lee	Not available. HUC Commencement	OK	OK	OK	
rrshall Levin	Asked if he shd. be here early.	OK	OK	OK	
ath Cohen		checking with lay people + Howard	OK	OK	
eve Gelfand		No	No	No	
n. I. Petarsky	OK	OK	OK	OK	
rry Holtz	OK	OK	?	?	
alamith Elster	OK	OK	OK	OK	
eve Hoffman		Will try	OK	OK	Probably in Russia 5/17:
len Goldring		OK	maybe	maybe	
FL	OK	OK	OK	OK	could do 17-18 Not available 14-16

What do you advise?

Gunny

3/18/93

Dear Annette,

Here's where I am with the scheduling. It's not great. If you could stay 1 more day, I could try for the 17-19th. Here's what we have:

	May 10	May 11	May 12	May 13	Comments
John Hirt	Not available	OK	OK	OK	
Irvin Schiff	OK	OK May have to teach evening both days in a.m.	OK	OK	
Bob Abramson	OK, if nec.	OK	OK	This is a day of scheduled Premier philanthropic meetings as well as CISE Steering Committee. We might work something out, but it's not great.	17+18 better.
Irvin Davidson	OK	OK	OK		
Bara Lee	Not available. HUC Commencement	OK	OK		
Marshall Levin	Asked if he shd. be here early.	OK	OK		
Irvin Cohen		checking with lay people + Howard	OK		
Steve Gelfand		OK	OK		
		No	No		
Israel Pekarsky	OK	OK	OK		
Harry Holtz	OK	OK	?		
Julian Elster	OK	OK	OK		
Steve Hoffman		Will try	OK		Probably in Russia 5/17.
Ben Goldring		OK	maybe		
FL	OK	OK	OK		could do 17-18 Not available 14-16

What do you advise?

Guiny

SF
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SW
bik.



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Ask Ellen Goldring to provide Atlanta with a written description of the monitoring, evaluation and feedback project and Claire Rottenberg's role.		SE	3/5/93	3/10/93	✓
2.	Draft a letter to Rachel Cowan thanking her for considering membership on the CIJE board.		SE	2/25/93	3/15/93	✓
3.	Provide the communities with a summary of opportunities for working with the training institutions, including Melton in Israel.		SE	2/22/93	3/15/93	✓
4.	Review list of candidates for two new senior staff positions in Atlanta.		SE	3/5/93	3/15/93	✓
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	3/31/93	—
6.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	4/2/93	—
7.	With BH, arrange a private meeting with Chaim Botwinick to discuss how to proceed in Baltimore.		SE	3/5/93	4/2/93	✓ April 29
8.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
9.	Work with Isa Aron and Ellen Goldring to design an educators survey for use in all three communities.		SE	3/5/93	4/15/93	✓



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review list of candidates for two new senior staff positions in Atlanta. Propose one or two other candidates.		SF	3/5/93	3/15/93	
2.	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	3/31/93	
3.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE GOLDRING ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Provide a written description of the monitoring, evaluation and feedback project including an explanation of Claire Rottenberg's role.		EG	3/5/93	3/15/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make samples available to Milwaukee of educator surveys used in other communities.		AH	2/22/93	3/15/93	✓
2.	Ask SE to provide the communities with a summary of opportunities for working with the training institutions, including Melton in Israel.		AH	2/22/93	3/15/93	✓
3.	Call Ruth Cohen to discuss progress of monitoring in Milwaukee.		AH	2/22/93	3/15/93	✓
4.	Arrange for field researchers to move ahead. We promised a first report in a couple of months.		AH	2/22/93	3/15/93	✓ (BWB) 3 samples filled 2/22/93 6-2-93
5.	Call Baltimore and Milwaukee for approval for the field researchers to resume their monitoring activities.		AH	3/5/93	3/15/93	
6.	Provide Milwaukee with information on the educated Jew project to help them in setting goals.		AH	2/22/93	3/31/93	
7.	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	3/31/93	—
8.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	—
9.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	✓
10.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	—



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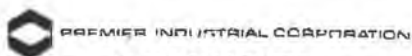
FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	



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FUNCTION	CIJE STEERING COMMITTEE		
SUBJECT/OBJECTIVE	HOLTZ ASSIGNMENTS		
ORIGINATOR/PROJECT LEADER	VFL	DATE	3/10/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review list of candidates for two new senior staff positions in Atlanta.		BH	3/5/93	3/15/93	
2.	With SE, meet with Atlanta about a pilot project.		BH	3/5/93	4/2/93	
3.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
4.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	4/15/93	
5.	With Ellen Goldring and Claire Rottenberg, present pilot projects to Atlanta's Council on Jewish Continuity.		BH	3/5/93	4/20/93	
6.	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 3/10/93

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	3/10/93		

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Revise CIJE letterhead. Consider Commission approach.		VFL	2/5/93	3/15/93	
2.	Design meeting planning process and pull raw materials out of minutes to use for planning.		VFL	3/8/93	3/15/93	
3.	Set dates for board and executive committee meetings through February 1994.		VFL	2/25/93	3/31/93	
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	4/1/93	
5.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	



CHEMIEN INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

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	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	



PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

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. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky</p>		AJN	2/25/93	3/31/93	





PREMIER INDUSTRIAL CORPORATION

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

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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

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	3/31/93	





PREMIER INDUSTRIAL CORPORATION

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

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OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 3/10/93

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	3/31/93	
2.	Establish a communication plan for board members and the broader community.		TEAM	2/25/93	4/15/93	

MINUTES: CIJE Staff Telecon
DATE OF MEETING: March 5, 1993
DATE MINUTES ISSUES: March 10, 1993
PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y),
Henry L. Zucker
COPY TO: Morton L. Mandel

The primary purposes of this telecon were to clarify next steps in each of the three communities and agree on an ongoing communication plan for the staff team,

1. Atlanta

SE, SF, AH and SHH had just met with the Atlanta staff and lay leaders. They noted that a lack of human resources is making it difficult for Atlanta to get started. Following is a list of steps CIJE should take to move our process along:

- Assignment
Assignment
- A. Atlanta is seeking two new senior staff members. It was suggested that SE, SF, and BH review their list of candidates. In addition, SF will propose one or two other candidates. Until they have the necessary staff on board, it will be very difficult for Atlanta to move ahead with the project. We have promised Atlanta up to \$30,000 to match local support for funding a position to help move the project forward. Atlanta is to let us know when there is a person in place. As noted above, we will be involved in identifying candidates.
- Assignment
- B. In light of lay pressure to get going, Atlanta would like to move forward with a pilot project. SE and BH will meet with Atlanta on pilots, being very careful to keep the CIJE agenda in mind.
- Assignment
- C. Mobilization of the Atlanta commission should now begin. It was suggested that Ellen Goldring, Claire Rottenberg and BH present their projects to the Council on Jewish Continuity as a way to help move the mobilization process along. Atlanta is looking to us for an agenda.
- D. Atlanta is looking for help with a pilot project in one of the following areas:
1. Personnel--teacher education. (Emory University is interested in being involved.)

2. Israel experience programs.

In discussing the possibility of a pilot project on the Israel experience, BH reported that he had spoken with Peter Geffen and been given the "party line" on the CRB project. Atlanta is one of the twelve communities selected to participate, but it is unclear what this involves. We know that CRB is providing extensive technical assistance and is matching scholarship funds on a 1:3 basis. It was suggested that Atlanta is looking to CIJE for help in interpreting the CRB project. We might work with Atlanta to design a model of what it would take to significantly increase the number of young people from Atlanta who go to Israel and then present a plan to CRB. SE and BH will discuss this with Atlanta and decide if it is a priority.

Assignment

3. Work with the JCC--to be undertaken later.

Assignment

SE, SF, and BH agreed to prepare suggestions for how to proceed with these pilot projects.

Assignment

E. Ellen Goldring should provide a written description of the monitoring, evaluation and feedback project including an explanation of Claire Rottenberg's role. Steve Gelfand will use this to introduce her to the community. It was agreed that Claire can now resume her duties as a field researcher. SE will call Ellen to let her know about the assignment.

Assignment

F. SE will remain in regular contact, providing ongoing prodding and support of the process with help from SHH on community process issues.

II. Baltimore

Baltimore is at the end of a long planning process and anxious to move ahead with pilot projects. They wish to wait to convene their commission until summer.

Assignment

- A. SE and BH will begin work immediately with Baltimore on developing a pilot project.
- B. BH and SE will make the community aware of the availability of CIJE as a resource on hiring and training for senior staff.
- C. No immediate steps are necessary in Baltimore with respect to the funding support we have promised for planning. We will wait to hear how Baltimore proposes to use that support.
- D. We should encourage Marshall Levin to discuss what it means to be a Lead Community with the lay leaders.

Assignment

E. SE and BH will try to arrange a private meeting with Chaim Botwinick to discuss how to proceed.

III. Milwaukee

Milwaukee is moving most quickly. As in the other communities, our goal is to help raise the level of discourse from business as usual to an increased understanding of the potential to upgrade Jewish education.

- A. Milwaukee will probably use some of the financial support promised by CIJE to engage a local sociologist or bring in outside consultants for assistance on the educators survey. We will wait to hear from Milwaukee before releasing any funds.
- B. We should keep in mind the need in Milwaukee to keep the CIJE agenda in front of them.
- C. SE and BH will visit Milwaukee on March 23 and 24 to visit schools and introduce the Best Practices in the Supplementary Schools project.
- D. Milwaukee would like us to work with them on the goals project.

IV. Checklist for the Communities

AH summarized the discussion as follows:

- A. Pilot projects are to be developed for all three communities by SE and BH.
- B. The Best Practices in the Supplementary Schools project will be introduced in all three communities by BH. He is encouraged to move ahead on the other best practices studies.
- C. Relaunching Monitoring, Evaluation and Feedback Project

signment

It is okay to resume work in Atlanta. AH is to call Baltimore and Milwaukee to get the go-ahead. Next steps include:

- 1. Interim report on the lives of educators.
- 2. The goals project.
- D. Hiring a full-time person to run the project
 - 1. Milwaukee has already done this.
 - 2. Atlanta is working on it.
 - 3. Baltimore is not yet where we want them to be.
- E. Launching of a Commission
 - 1. Milwaukee has begun and is moving forward satisfactorily.

2. Atlanta is working on this and is progressing slowly.
3. Baltimore wishes to postpone this until summer.

F. Educators Survey

Assignment

We will move forward with this in all three communities. SE will take the lead in giving guidance on the educators survey. She will call on Isa Aron and Ellen Goldring to help design the survey. We should move ahead with it in all three communities at the same time in order to maximize use of staff time.

G. Mobilization of Leadership

To be worked out.

H. We are providing the expertise of our staff or outside talent to:

1. Help with new hires.
2. Offer the training capacity of the institutions of higher Jewish learning and the Melton Center.

I. We need to develop a schedule of meetings several months ahead to provide the communities with sufficient lead time.

J. The dialogue with each community should include discussion of what it means to be a Lead Community.

V. Communications

A. It was agreed that each of the core staff people or consultants will submit a written report on the highlights of their work to VFL on the 15th and 30th of each month. VFL will pull this together into a single report and distribute it.

B. We will hold a weekly conference call. VFL will poll participants to identify a regular day and time each week for the call. Everyone is to submit agenda items to VFL who will develop and distribute an agenda prior to each call.

C. Ongoing contact with the Lead Communities is necessary, but it was suggested that it is too early in the process for this to be done by telecon. At the next telecon of this group we will schedule meetings with the Lead Communities and discuss communications beyond the internal staff group.

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TO: FAX NO. (212) 265-5098

Name ANNETTE HOCHESTEIN

Company MAYFLOWER

Street Address

City

State

Zip

Country

FROM: FAX NO. (216) 361-9962

Name GINNY LEVI

Company

Tele. No. () Ext.

Annette,

Here is a draft set of minutes
from our meeting last Wed. I
thought it would be a useful
basis for tomorrow morning's
telecon

Ginny

MINUTES: CIJE Staff

DATE OF MEETING: February 24, 1993

DATE MINUTES ISSUED: March 4, 1993

PRESENT: Shulamith Elster, Seymour Fox, Ellen Goldring,
Annette Hochstein, Stephen Hoffman, Barry Holtz,
Virginia Levi, Arthur Naparstek, Shmuel Wygoda,
Henry Zucker

COPY TO: Morton L. Mandel

I. Progress Report

SHH opened the meeting with a status report on the mobilization of the three communities and the outlook for each. He noted that each has a different work style resulting in different expectations of CIJE.

A. Milwaukee

Milwaukee was described as the closest to our ideal Lead Community. The staff is ready, willing, and reasonably able to move ahead. The lay leaders of the project are committed and anxious to be active in the project.

Milwaukee has hired a project director--Ruth Cohen. The community has a tremendous thirst for knowledge and is eager for anything CIJE can provide. They have established a good wall-to-wall coalition, have identified a key donor, and have the attention and interest of key federation leaders.

All of the necessary building blocks appear to be in place in Milwaukee. This, along with an openness to engage in dialogue,

provides a good situation for the Lead Community process to move ahead. Our major challenges in Milwaukee are for CIJE to move rapidly enough to influence decisionmaking at the appropriate time and to respond to community expectations with sufficient resources in the form of materials and consultants.

B. Atlanta

Atlanta is in the process of restructuring its Jewish education program. The recent meeting in Atlanta included time with William Schatten and Gerald Cohen, lay leaders ready to support the process. (Cohen appears ready to provide financial backing, as well.)

The only staff involved at this time is the federation planning staff. The particular personalities involved provide us with a challenge because of a basic cynicism, cockiness, and unwillingness to accept anything we do or say at face value.

Atlanta will require frequent communication, thoughtful suggestions, careful attention, and constant checking back to be sure we are understood. Over time, we should be able to develop a trusting relationship. In the short term, our support for the hiring of a planner should increase our level of acceptance, but we will have to work at developing an ongoing trusting relationship.

Page 3

In summary, Atlanta has a game plan, but no concrete direction. Atlanta is not ready to listen easily, but with constant work can be brought along. Its greatest strength at present is its lay leadership. Its status as a growth community provides us with an opportunity to help build important models. It was noted that the lack of a wall-to-wall coalition reflects a significant split between newcomers and old-timers. It was suggested that the sense of cynicism and lack of effective communication are important issues even within the staff of the federation.

G. Baltimore

The Baltimore Federation is strongly controlling. The federation has developed a plan for reorganizing the education structure, but has no clear sense of how to use that structure effectively. There is a top lay leader for the project, but no wall-to-wall commission.

Baltimore has a strong planner who is the key focal point for the project and who believes he knows what must be done. Our challenge in Baltimore is to introduce questions and challenge programs as the community proceeds down the path it has set for itself.

It was noted that Baltimore is engaged in projects related to master teachers, supplementary schools, and the Israel experience, but in none of these cases is there a clear plan of how to

proceed. Our role is to help Baltimore develop an overall vision and to provide ideas and knowledge for use in implementing that vision.

D. Summary of Outcomes of Recent Visits

It was noted that we succeeded in the past month in changing the perception of CIJE from one of a source of money to that of a source of content. We made some headway in clarifying the roles of individuals within the CIJE structure and beginning to build bridges which will be solidified as we follow through on our promises

II. Next Steps

A. The Issues

The following issues were listed as central to consideration of next steps:

1. Mobilization of the community across-the-board
2. The need to move ahead with pilots
3. Establishment of a multi-year plan
4. Goals project
5. Ensuring that monitoring, evaluation and feedback is in place
6. Organizing to work with the community
7. Funding issues

B. Progress to Date

1. The Planning Guide is in the hands of each community and provides guidance for moving ahead.
2. The first of the Best Practices papers is completed and in the communities. This provides a basis for content-based action in each community. Moving ahead now will help to establish credibility and draw people into the CIJE process.
3. The monitoring project is in place and ready to proceed. There has been a problem with the lag in our activity, but Ellen Goldring will now prepare a new schedule for moving forward.
4. Conversations are under way with the training institutions and specific approaches to the Lead Communities are now being developed.

C. Short-term Goals with the Lead Communities

1. We wish to encourage each community to focus on the need for bringing in or upgrading personnel. This requires understanding and commitment.
 - a. The communities can turn to CIJE to help:
 - staff unstaffed positions
 - recruit 1-3 outstanding educators

-- identify current staff to train for a specific role through attendance at the Melton Center or the Jerusalem Fellows program

b. The MAF grants to the training institutions allow us to ask those institutions to:

- respond to immediate inservice training needs
- consider organization a seminar for all senior personnel
- build on the Best Practices project to establish priorities

Our ultimate goal in training is to move toward universal, high-quality inservice training in North America.

c. Each Lead Community should establish a task force on inservice training.

d. Following are actions we wish to initiate in Lead Communities during the first year:

- i. An educators survey should be conducted to provide quantitative data on the current personnel picture. Simultaneously the field researchers will conduct a qualitative study of current personnel, i.e., evaluating the current conditions for Jewish

educators in each community. With SE as the point person, we may wish to turn to Isa Aron and others to help the communities move this process ahead.

ii. We are ready to launch a pilot project in the Best Practices area. Possible projects include:

- A seminar for supplementary school principals on best practices in supplementary education.
- A series of conversations with lay leaders on introduction of change.
- Meetings with someone like Joe Reimer on the role of rabbis in upgrading supplementary school education.
- Discussions on upgrading the Israel experience.
- A seminar on state-of-the-art education in day schools, perhaps with a focus on the teaching of Hebrew.

* 2. It was suggested that CIJE prepare an inventory of the resources available to Lead Communities including opportunities with the seminaries, the Melton Center, the Jerusalem Fellows, and our various consultants. This will involve going to each of those resources and asking them to commit themselves to what they are ready to provide to the Lead Communities immediately.

3. Following is a list of what we wish to do in the Lead Communities in the first year to work toward upgrading personnel:
 - a. The qualitative and quantitative educators surveys leading to an overall personnel plan, including an emphasis on inservice training.
 - b. Pilot projects to move us ahead.
 - c. New hires and/or uptraining of current personnel in the communities.
 - d. Networking of educators among the three communities.
4. At the same time, in order to encourage mobilization of the community, we should encourage the formation of the local commission and the establishment of task forces including one on personnel and one on Best Practices.

The commission should be encouraged to discuss vision. It was noted that Milwaukee provided us a challenge by asking for our assistance in developing that vision. In further discussion it became evident that we are not currently ready to offer concrete support. We are working with the training institutions to help guide this process and will continue to work on this.

D. The meeting concluded by noting that the following issues still need to be discussed:

1. The need for a planning seminar to help move the communities ahead through interaction and conversation.
2. A plan for how to proceed with the Israel experience. It was suggested that we should work with each community on what it wants to do with the Israel experience and then help to make an approach to the CRE Foundation for support.
3. A concrete plan for how to proceed with each community.
4. Longer, more regular staff meetings to move this process ahead



TO: FAX NO. () 619-951

Name ANNETTE HOCHSTEIN

Company _____

Street Address _____

City

State

Zip

Country

FROM: FAX NO. (216) 361-

Name GINNY LEE

Company _____

Tele. No. () _____

Dear Annette,

Attached are several items:

- * ① Draft cover memo to accompany plan. I need your quick reaction. To whom & should it go? Is the text OK? How to each community?
- ② An invoice I rec'd from Jordana. system should remain the same until to change it - she faxed to you; you as and fax to Barry.
- ③ A 2 page from Sam Lee for SF.
- ④ Copy of a letter to Ellen Galding - FY

Any quick comments on the 2 letters I yesterday? I'd like to get them out.

Thanks,
Ginny

DRAFT

MEMO TO: Lead Community Planning Directors ?
FROM: Henry L. Zucker, Executive Director ?
DATE: February 11, 1993
SUBJECT: Planning Guide

Enclosed are several copies of a draft of a planning guide which we hope will be of help to you as you move ahead with planning for Jewish education in your community. This is intended as a guide from which you can draw as it is useful to you. It offers approaches, methods, data collection instruments and other tools to use in the planning process while providing some potential for uniformity in the planning process within each Lead Community.

Please use this document to the extent that it is helpful to you. We hope that your feedback and reactions to it as a planning tool can help us build on this basic document in future versions.

The Center for the Assessment
of Educational Progress
Educational Testing Service


THE NATION'S REPORT CARD
1-800-223-0267

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Jerusalem Fellows
110 East 59th Street
4th Floor
New York, NY 10022

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FROM: SARA LEE 

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SENT BY: Jackson

EXT.

From Fax # 213/747-6128

Phone # 213/749-3424

(If you do not receive the number of pages designated, please call the above phone number and report it to the sender.)

MESSAGE: Seymour Fox asked that I send you this information regarding my trip on Monday, February 22. The directions to the Conference Center, as well as the telephone number, are indicated. I will be at the Conference Center from Friday, February 19 to Monday, February 22 in care of the Institute for Christian-Jewish Studies College. Unless I hear otherwise, I will meet him at the front desk of the Training and Development Building at 3:30 PM on February 22.

Attachment - Directions to Mt. Washington Conference Center

MT. WASHINGTON CONFERENCE CENTER
5901 SMITH AVENUE, BALTIMORE, MARYLAND 21208
(410) 578-7284

DIRECTIONS:

BALTIMORE SUBURBS

1. Take I-695 Beltway to Exit 23, I-83 South.
2. Head South on I-83.
3. Take Exit 10, Northern Parkway East (Follow Ramp Sign).
4. Turn left at light onto Falls Road.
5. Turn left at light on to Kelly Avenue.
6. Bear right onto Greely Avenue.
7. Head straight into USF&G Mt. Washington Conference Center Complex.
8. At top of driveway, turn at second left. Turn right into lower deck of Garage D-1. Overflow parking available in Lot K.

9. When you come out of the garage, enter building on the right.

BALTIMORE CITY

- Take I-83 North to Exit 10. Northern Parkway East (Follow Ramp Sign).
- Follow steps 4-9.

BWI AIRPORT

- Take I-285 North to I-695 North towards Towson.
- Follow steps 2-9.

WASHINGTON

- Take I-495 North to I-95 North (Follow signs to Baltimore).
- Take I-95 North to I-695 Beltway towards Towson.
- Follow steps 2-9.

PHILADELPHIA/NEW YORK

- Take I-95 South towards Baltimore.
- Take I-695 Beltway towards Towson.
- Follow Steps 1-9.



COUNCIL FOR INITIATIVE IN JEWISH EDUCATION

Mailing Address:

163 Third Avenue #128, New York, N.Y.
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Dr. Shulamith R. Elster

February 10, 1993

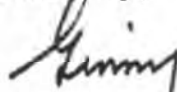
Dr. Ellen Goldring
Peabody College
Vanderbilt University
Box 514
Nashville, TN 37203

Dear Ellen:

Enclosed is a copy of a document that we gave to the people whom we met in Atlanta and Baltimore last week. You will find that it is for discussion purposes only. I am also sending a copy to Howard Neistein in Milwaukee. You may wish to share it with your field researchers.

I will do my best to keep you informed of meetings and to provide you with copies of documents. Please feel free to call at (212) 391-8300 if you have any questions or if your communications are not going smoothly.

Sincerely,



Virginia F. Levi

Enclosure



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Name GINNY LEVI

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FEB 15 1993



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*recognizing 90 years of service to
the Jewish community*

February 10, 1993

Virginia Levi
Industrial Foundation
4500 Euclid Ave.
Cleveland, OH 44103

Dear Ginny:

We are looking forward to your visit on Monday, February 22 and to talking with you further about how we can work together to ensure the success of the "Lead Community Project". Listed below are some of the items we would like to discuss.

1. Planning materials: At our November meeting in New York, we discussed a number of materials that would be available to Lead Communities to assist in planning for the project, data gathering and interpreting the project to the community (e.g., planning guide, educator survey, press releases, evaluation measures). Thus far, we have not received any of these and are concerned that the usefulness of some of these pieces is limited to specific stages in the organization process.
2. Consultation: We were told during the application process that a pool of resource people could be available to our community to lend their expertise to improve our education services and serve as resources to our schools and agencies. Who are these resource people? How will this process be managed/paid for?
3. While we were fortunate in receiving a one year grant to hire a Lead Project Director, there are a number of items we need funding assistance for to get the project going. What flexibility is there in receiving some assistance from CIJE?
4. While we recognize CIJE is not in itself a foundation, we were told that a number of national foundations would consider initial funding for initiatives as they begin to develop. What is the financing plan that you envision and what kind of communication is there with participating national foundations?

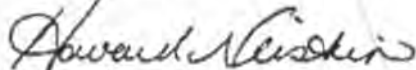
Virginia Levi
February 10, 1993
Page 2

5. How do the different components of the "Lead Community Project" interrelate (e.g., Monitoring and Evaluation, Best Practices, Funding, Consultation and Training)? How do you envision the three communities will working together?
6. During our application process we discussed a "Letter of Understanding" that would spell out CIJE's and Milwaukee's expectations and responsibilities. This is important not only in establishing our partnership, but also in interpreting the project to our community leadership. We responded to a draft by mailing our comments to Art Rotman to finalize the agreement. Where are we with this document at this time?

With Shulamith Elster's help, we have made a great deal of progress in the last two months which we are eager to share with you. However, the work has only just begun and we shall need your help to sustain enthusiasm among our various constituents.

I shall look forward to meeting with you on February 22. Let me know your flight arrival time and I shall meet you at the airport.

Sincerely,



Howard Neistein
Community Planning Director

HN/nm

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: February 11, 1993

DATE MINUTES ISSUED: February 15, 1993

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

COPY TO: Morton L. Mandel

I. Lead Community Site Visits

A. Atlanta

It was noted that the Atlanta visit on February 3 was less of a confrontation than had been anticipated. We learned that Atlanta does not have its act together for dealing with Jewish education. They haven't pulled together either human or financial resources and do not have a clear agenda. However, we left with a sense of good will and the belief that, with guidance, Atlanta will move ahead and work constructively with us.

Steve read a letter he had received from Steve Gelfand, the Atlanta planner, outlining his expectations of CIJE. It was suggested that the next meeting with Atlanta should focus on ways we can work with the community, should identify how the local plan meshes with the CIJE plan, and should begin to work concretely on establishing pilot projects.

It was noted that we need a better understanding of what each community is doing on its own, including materials they have written about themselves. SE indicated that she has a notebook on each community and will distribute the materials to the staff.

In addition, we need to build on the dialogue which began in the last round of meetings to discuss content issues focusing on personnel and community. Our role should be to listen to what a community wants to do and to suggest how it can be accomplished more effectively with CIJE.

The next step in Atlanta is to set up a meeting of SE, SF, AH and SHH with the planning staff and federation executive for March 4. It was agreed that SE will work with Steve Gelfand of Atlanta in preparing the agenda. The agenda should include a review of the Lead Communities at Work paper and the planning guide, the development of an action plan for the first year, and a presentation on the pilot

assignment
project concept. In addition to a staff meeting, SE will propose a meeting with a lay group to discuss the Lead Communities project and provide an introduction to the Best Practices process. BH will prepare a one-page summary of his proposal for pilot projects for use in presenting them in the communities.

B. Baltimore

In summarizing the meeting with Baltimore staff on February 4, it was noted that Baltimore is far ahead of Atlanta and moving forward with its planning process. It is important that we be more intimately familiar with what Baltimore is doing and that we join that process as it moves ahead. Baltimore has not yet convened its commission, so it is appropriate for us to engage with them in planning. We may wish to introduce the goals project, put them in touch with the denominations as they prepare for work in the Lead Communities, and help with the hiring of new personnel.

assignment
SE will be in touch with Baltimore staff to schedule a meeting in Baltimore on February 23 to include SE, SF, AH and BH. She will discuss and develop an agenda with the Baltimore staff. [Later: a Baltimore meeting has been confirmed for February 23, 1-4 p.m.]

C. Milwaukee

assignment
The Milwaukee site visit is scheduled for Monday, February 22. Participants will include AH, SHH, and VFL. Prior to that meeting, SE will call to discuss the agenda with Howard Neistein.

assignment
An issue similar to ones raised in Atlanta and Baltimore has come up in Milwaukee, namely a request for the local field researcher to provide support for research and analysis being conducted by the local CIJE as well as the Bader Foundation. AH will discuss this with Adam Gamoran and Ellen Goldring before February 22 and will be prepared to respond at that time.

Prior to that meeting, BH has a full day of meetings scheduled in Milwaukee on February 16. He will present the Best Practices and pilot project concepts to a variety of lay and professional groups. Our immediate goal in Milwaukee is to encourage buy-in to the CIJE priorities. BH will pave the way by discussing this next week.

assignment
It was suggested that we might wish to consider inviting Daniel Bader to join the CIJE board. HLZ will discuss this suggestion with MLM.

assignment
In addition, AH will contact Esther Leah Ritz as her camper and, at the same time, will brief her on plans for the February 22 meeting and explore the possibility of her participation at some part of it.

D. Joint Planning Seminar

It was noted that there is still value in holding a joint planning seminar at some point in the near future to encourage the communities to work together and learn from each other. It was agreed that it would be best for this to wait until the communities have some substantive positive experiences to contribute. The possibility of an August seminar was suggested.

E. Relationship to CRB Activities

It was noted that the CRB efforts to get Israel experience activities going across the country is not moving smoothly. BH has not yet spoken with Peter Geffen, but will continue to try to reach him to learn what is happening and what special consideration is being given to coordination with us in the Lead Communities.

It was suggested that we may wish to work with each of the Lead Communities to prepare a specific proposal for an Israel experience project for submission to the CRB Foundation. This will have to be carefully planned and might be presented at the meetings scheduled for late February and early March.

II. Plans for February 25 Meetings

A. Executive Committee

The proposed agenda was reviewed and clarified. It will now be submitted to MLM for his comments. As it currently stands, HLZ will prepare bullet points for MLM's opening remarks. We propose that SHH provide the summary of CIJE activities with AH's assistance in preparation. For the third topic, finances and ownership issues, SHH will prepare bullet points.

B. Annual Meeting

SHH will prepare MLM's opening remarks when he receives HLZ's notes. Included in those remarks will be a framing of the selection and launch of Lead Communities. The second topic will be a presentation by AH of the launching of the Lead Communities followed by brief remarks by Ismar Schorsch on the work of the Seminary in preparing to work in the communities. [We did not discuss who will prepare Rabbi Schorsch.] It was suggested that this presentation be followed by a report on the Covenant Foundation awards by Susan Crown. This would be a way of pointing out the good work of other foundations and a means of encouraging cooperation between CIJE and the foundations. We will propose this to MLM for his reaction.

A Crown report on a specific project would be followed by a report by Barry Holtz on Best Practices, a means of institutionalizing the sort of approach that Covenant is taking.

segment

C. Board Meeting

No major changes were suggested. SE and AH will discuss the monitoring report and how to prepare Goldring and Goodman. The question of whether to invite Esther Leah Ritz to make a response will be raised with MLM.

III. Miscellaneous

A. Camper Assignments

It was agreed that the camper assignments should be distributed immediately, along with the SE proposed outline, and that we should encourage people to make the calls as soon as possible.

- B. The issue of financial support for planning in Atlanta and Baltimore has not been resolved. It was suggested that a brief conference call be held among MLM, AH and SHH on February 21 when MLM, AH and SF will be together.





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of 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	1/28/93	2/24/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/15/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		AH/ VFL	2/5/93	2/16/93	
2.	Discuss with Adam Gamoran and Ellen Goldring a Milwaukee request for the local field researcher to provide support for the local CIJE and Bader Foundation.		AH	2/11/93	2/19/93	
3.	Brief Esther Leah Ritz on plans for February 22 meeting and discuss her possible participation.		AH	2/11/93	2/19/93	
4.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	1/28/93	2/24/93	
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	

10/17/93 1:568

Ginny Levi
Fax's

Henri Benby
- 2/11/93

hades
unspiral!

February 10, 1993

Rabbi Rachel Cowan
The Nathan Cummings Foundation
885 Third Avenue, Suite 3160
New York, NY 10022-4834

Dear Rabbi Cowan:

We are currently recruiting to fill an opening on the Board of the Council for Initiatives in Jewish Education. I am most appreciative of the Cummings Foundation's financial commitment to support the CIJE and hope that we can also count on you to serve on the Board. We meet three times a year in New York, with the next meeting scheduled for Thursday, February 25 at 2:00 p.m. immediately following the Annual Meeting. I hope you will be able to stay.

If you have any questions about this, please feel free to call me at (216) 391-8300 or Shulamith Elster, Chief Education Officer at (212) 532-1961.

I look forward to hearing that you will join us in our work on behalf of Jewish education.

MORTON L. MANDEL -- Chairman

bcc: SE
AH

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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Phone: (212) 532-1961 • Fax: (212) 213-4078

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Chief Education Officer
Dr. Shulamith R. Elster

February 9, 1993

Mr. Howard Neistein
Milwaukee Jewish Federation, Inc.
1360 N. Prospect Avenue
Milwaukee, Wisconsin 53202

Dear Howard:

It was good to talk with you yesterday. I hope I helped to clarify the purpose of the meeting scheduled for February 22. Basically, we want to find out how CIJE can be helpful to Milwaukee, especially where your goals and ours for building the profession of Jewish education and mobilizing community support coincide.

Enclosed is a document entitled "Lead Communities at Work" which may be helpful to you and your colleagues as you plan for the February 22 meeting. Please note that this is not a final document, but one that should serve as a ~~good~~ basis for discussion.

A draft planning guide is in the final stages of production and should be ready to be mailed by the end of this week, as well as *as well as* *MSCE*

I look forward to seeing you in Milwaukee later this month. If you have any questions, feel free to call me at (216) 391-8300.

Cordially,

Virginia F. Levi

Enclosure



TO: FAX NO. () <u>619 - 951</u>	FROM: FAX NO. <u>219 361 - 9962</u>
Name <u>ANNETTE HOCHSTEIN</u>	Name <u>SINNY LEVI</u>
Company _____	Company _____
Street Address _____	Tele. No. () _____ Ext. _____
City _____ State _____ Zip _____ Country _____	

Dear Annette,

In addition to a memo about our Thurs. telecon, I'm sending a Preface draft that Jim Meier sent to me with no instructions. Maybe you've seen it.

By the way, one of your memos today referred to formal minutes of the site visits. I remind you that you advised me not to take notes. I did jot some things down, but am not going to be able to do formal minutes. Please let me know how you think I should proceed with this.

Thanks.

Sinny
1/15/85 for 5:15
81262 y87pl 1/15/85 2:00pm
2/15/85 2:00pm 5510 - 25

MEMO TO: Shulamith Elster, Seymour Fox, Annetta Hochstein,
Stephen Hoffman, Barry Holtz

FROM: Virginia F. Levi *Jimmy*

DATE: February 8, 1993

COPY TO: Morton L. Mandel

This will confirm plans for a CIJE staff telecon on Thursday, February 11 at 11:00 a.m. eastern time. Barry will be at the Melton Center, Shulamith at JCCA, and I will be at Premier. I need to know from each of the other participants where you will be.

I have the following agenda items to propose. Please let me know if you have any additions or corrections.

1. Lead Community site visits
 - a. Reactions to Atlanta and Baltimore
 - b. Thoughts about Milwaukee
 - c. Next steps
2. Plans for February 25 meetings (See attached draft agendas)
3. Camper calls
4. Internal communications: keeping the team in focus

(In particular, Ellen Goldring is wondering how we can keep her and the field researchers informed. Should Ellen receive minutes of staff telecons and meetings?)

(NO)
 I told her
 Jimmy would keep
 her on top of events
 & documents

DRAFT 2/8/93

CIJE
Executive Committee
Feb. 25, 1993
10:30 am - 12:00 noon
UJA/Federation
Ballroom E

Attendance (as of 2/5): 6 Yes: Bill Berman, John Colman, Neil Greenbaum, Mort Mandel, Mel Merians, Chuck Ratner

3 No: Corky Goodman, David Hirschhorn, Lester Pollack

4 No Resp: Charles Bronfman, Mark Lainer, Matthew Maryles, Esther Leah Ritz

What support staff should attend? Suggestions: HLZ, SF, AH, SHH, VFL?

Proposed Agenda

I. Opening remarks

MLM

[Who prepares - HLZ?]

- Role of Executive Committee
- Change in Leadership

II. Summary of Activities (Brief overview)

HLZ?

- Selection and launch of Lead Communities
- Best Practices
- Monitoring, Evaluation, and Feedback
- Site visits

[Who prepares - AH?]

III. Finances/Ownership

SHH?

(Budget, contributors issue, foundation cooperation)

CIJE
Annual Meeting
Feb. 25, 1993
12:00 noon - 2:00 pm
UJA/Federation
Ballroom A

[Will people be eating as we meet?]

Attendance (as of 2/5): 13 Board members, 33 guests, 13 staff and consultants

Proposed Agenda

- I. Opening Remarks MLM
[Who prepares?]
- Change in executive leadership
 - Opportunities and challenges of bringing the foundation world together
 - Reference to selection and launch of lead communities
 - Discussion
- II. Launch of Lead Communities AH?
- Comments by I. Schorsch on how training institutions are gearing up [Note: He has been asked to speak. AR is willing to follow up on details if we want him to.]
 - Discussion
- III. Best Practices: The good supplementary school B. Holtz
- Discussion
- IV. Concluding remarks MLM

DRAFT 2/8/93

CIJE
Board Meeting
Feb. 25, 1993
2:00 - 3:30 pm
UJA/Federation
Ballroom B

Attendance (as of 2/5): 13 Board members, 13 consultants and staff

I. Opening remarks

MLM

[Who prepares?]

- Report on executive committee meeting
- The role of the board? Committees?
- Anything more on finances/cooperation?

II. CJF Perspective on why foundations should work cooperatively in communities and observations on current situation

M. Kraar

NG. [III. Lead Communities: What we've learned since their selection

AH/SE

- What happens next and how we plan to do it

IV. Monitoring in the Lead Communities

E. Goldring
R. Goodman

[Ellen would like someone to prepare Roberta and her, especially to what is or isn't appropriate to discuss at this time.]

- Possible response by Esther Leah Ritz

[Who prepares - AH?]

[Note: David Hirschhorn will not be coming.]

V. Dvar Torah

TBD

UKELES ASSOCIATES, INC. FORM NO. 1 12122000700 FEB. 03 1993 4:30PM P02

[guidepre.fac: DRAFT: 2-8-93]

PREFACE

The Lead Communities Project is intended to demonstrate that local communities can significantly improve the effectiveness of Jewish education through substantial effort, including careful organizing and planning for the task, enlisting a coalition of community institutions, and increasing resources. The challenges facing North American Jewry in improving Jewish education are very great indeed. ~~Positive changes will not come easily nor quickly.~~ Lead Communities are now embarking on the first leg of a long journey.

*substantiating
lay leaders,
educators, rabbis, and
professionals
can do*

The Council For Initiatives In Jewish Education (CIJE) is supporting its partnership with local lead communities through a series of projects: the "Best Practices Project," which offers concrete examples of good programs; the "Monitoring, Evaluation and Feedback Project" which has ~~already placed a full-time~~ field researcher in each of the communities; linkages with funders to help obtain financial support, and continental resources agencies to direct their expertise; and a range of technical assistance and support. Planning is one of the areas in which CIJE is assisting local lead communities.

Like many dimensions of systemic improvement, planning is an iterative process: research, information collection and strategies for action will become sharper and increasingly sophisticated with experience. One round prepares the groundwork for the next. This Guide was prepared to help the three lead communities ~~organize and plan effectively and thoroughly, within the limits of the time, personnel and resources they can garner to direct to this effort.~~

*as they
in the project*

This Guide was developed and written by Dr. James Meier, of Ukeles Associates, Inc. Dr. Jacob Ukeles, President of UAI, and ~~Annette Hochstein~~ contributed to revisions in the document. A number of people reviewed drafts of the Guide and offered valuable comments during its preparation. Thanks go to: Shulamith Elster, Mitchell Jaffe, Virginia Levi, Arthur Rotman, and John Woocher.

Jonathan

*Dr. James Meier
Ukeles Associates*



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TO: FAX NO. () <u>619 - 951</u>	FROM: FAX NO. <u>214</u> <u>361 - 9962</u>
Name <u>ANNETTE HOCHSTEIN</u>	Name <u>GINNY LEVI</u>
Company _____	Company _____
Street Address _____	Tele. No. () _____ Ext. _____
City _____ State _____ Zip _____ Country _____	

Dear Annette,

I trust you caught your plane in Baltimore. Hope the trip home went well.

Here are the following:

1. Drafts of the 3 agendas after our lunch meeting on Thurs. I'd like quick feedback on these.
2. Names for inside the Planning Guide. Please advise on consultants + staff.
3. Assignment sheets. You may want to review all of them and let me know if you think some should be revised.

Steve isn't available for a staff telecon at 8am on Thurs., Feb. 11. Can you do it at 9:30 (our time) instead? Please let me know.

Warm regards. It was great to be with you.
Ginny

DRAFT 2/5/93

CIJE
Executive Committee
Feb. 25, 1993
10:30 am - 12:00 noon
UJA/Federation
Ballroom E

Attendance (as of 2/5): 6 Yes: Bill Berman, John Colman, Neil Greenbaum,
Mort Mandel, Mel Merians, Chuck Ratner
2 No: Corky Goodman, Lester Pollack
5 No Resp: Charles Bronfman, David Hirschhorn, Mark Lainer, Matthew
Maryles, Esther Leah Ritz

What support staff should attend? Suggestions: HLZ, SF, AH, SHH, VFL?

Proposed Agenda

- I. Opening remarks MLM
[Who prepares - HLZ?]
- Role of Executive Committee
 - Change in Leadership
- II. Summary of Activities (Brief overview) MLM
- Selection and launch of Lead Communities
- Best Practices
- Monitoring, Evaluation, and Feedback
- Site visits
[Who prepares - AH?]
- III. Finances/Ownership MLM
(Budget, contributors issue, foundation cooperation)
[Who prepares - SHH?]

DRAFT 2/5/93

CIJE
Annual Meeting
Feb. 25, 1993
12:00 noon - 2:00 pm
UJA/Federation
Ballroom A

[Will people be eating as we meet?]

Attendance (as of 2/5): 13 Board members, 33 guests, 13 staff and consultants

Proposed Agenda

- I. Opening Remarks MLM
[Who prepares?]
- Change in executive leadership
 - Opportunities and challenges of bringing the foundation world together
 - Reference to selection and launch of lead communities
- II. CJF Perspective on why foundations should work cooperatively in communities and observations on current situation M. Kraar
- Discussion
- III. Launch of Lead Communities AM?
- Possible comments by I. Schorsch on how training institutions are gearing up [Note: He has been asked to speak. AR is willing to follow up on details if we want him to.]
 - Discussion
- IV. Best Practices: The good supplementary school B. Holtz
- Discussion
- V. Concluding remarks MLM

DRAFT 2/5/93

CIJE
Board Meeting
Feb. 25, 1993
2:00 - 3:00 pm
UJA/Federation
Ballroom B

Attendance (as of 2/5): 13 Board members, 13 consultants and staff

I. Opening remarks

MLM

[Who prepares?]

- Report on executive committee meeting
- The role of the board? Committees?
- Anything more on finances/cooperation?

II. Lead Communities: What we've learned since their selection

AH

- What happens next and how we plan to do it

III. Monitoring in the Lead Communities

E. Goldring
R. Goodman

- Possible response by David Hirschhorn
[Who prepares - SF?]

IV. Dvar Torah

TBD

2/5/93

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Thomas Hausdorff
David Hirschhorn
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Seymour Martin Lipset
Florence Melton
Melvin Merians
Charles Ratner
Esther Leah Ritz
Richard Scheuer
Ismar Schorsch
Isadore Twersky
Bennett Yanowitz

Consultants and Staff:

Henry L. Zucker, Executive Director

Shulamith Elster
Seymour Fox
Adam Gamoran
Ellen Goldring
Annette Hochstein
Stephen Hoffman
Barry Holtz
Virginia Levi
Jim Meier ?
Arthur Naparstek
Arthur Rotman ?
Jack Ukelas ?



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Find out from AR if Schorsch is expecting to speak at annual meeting.		SE	2/5/93	2/5/93	
2.	Prepare first draft of camper outline.		SE	2/5/93	2/8/93	
3.	Contact the following board members in advance of 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	1/28/93	2/24/93	



PREMIER INDUSTRIAL CORPORATION

PAGE 07

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of 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	1/28/93	2/24/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Determine if funders have been appropriately informed. If not, who, how, when?		AH/ VFL	2/5/93	2/8/93	
2.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		AH/ VFL	2/5/93	2/10/93	
3.	Consider who should prepare chairman's notes for MLM for February 25. w/SHH?		AH	2/5/93	2/12/93	
4.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	1/28/93	2/24/93	
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	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare MLM's bullet points for Executive, Annual and Board meetings.		SHH	1/28/93	2/22/93	
2.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	1/28/93	2/24/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Finish paper on Best Practices and check with SF. Consider summary to send to board.		BH	2/5/93	2/10/93	





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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

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	2/25/93	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	2/25/93	





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FUNCTION	CIJE STEERING COMMITTEE
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS
ORIGINATOR/PROJECT LEADER	VFL
DATE	2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange staff telecon for 2/11, 8 a.m.		VFL	2/5/93	2/8/93	
2.	Notify people of their camper assignments, and to provide report on site visits.		VFL	1/28/93	2/8/93	
3.	Confirm details of meeting arrangements with UJA/Federation.		VFL	1/28/93	2/8/93	
4.	Determine if funders have been appropriately informed. If not, who, how, when?		VFL/AH	2/5/93	2/8/93	
5.	Draft letter of invitation to Rachel Cowan to join CIJE board.		VFL	2/5/93	2/8/93	
6.	Meet with Paul Moraco and Barry Reis to ensure smooth transfer process of financial responsibility.		VFL	1/28/93	2/10/93	
7.	Decide what background materials should be prepared for board. Possibilities: a. BH memo to SPAs on Best Practices b. Lead Communities at Work c. Update from AG on monitoring d. Action plan for current year - from meetings in Atlanta and Baltimore e. Eizanstat speech		VFL/AH	2/5/93	2/10/93	
8.	Prepare cover note from MLM to board - refers to what's attached and agenda.		VFL	2/5/93	2/10/93	
9.	Revise CIJE letterhead. Consider Commission approach.		VFL	2/5/93	2/12/93	
10.	Share agendas for February 25 meetings with AR.		VFL	1/28/93	2/15/93	
11.	Propose seating of MLM with SHH and AR on either side of him and HLZ beside one of them.		VFL	1/28/93	2/19/93	
12.	Handle logistics of SRE move back to Maryland.		VFL	1/28/93	2/22/93	
13.	Meet with Nathan Mandel to find out just how all the details have been handled.		VFL	2/5/93	2/26/93	



PREMIER INDUSTRIAL CORPORATION

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

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OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of 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	1/28/93	2/24/93	





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

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in advance of the February 25 meeting and send brief report to VFL:</p> <p>a. Mandell Berman b. Maurice Corson (with HLZ) c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky</p>		AJN	1/28/93	2/24/93	





PREMIER INDUSTRIAL CORPORATION

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. Lester Pollack		AR	1/28/93	2/24/93	





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
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☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE

2/5/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in advance of the February 25 meeting and send brief report to VFL: a. John Colman b. Maurice Corson (with AJN)		H1.Z	1/28/93	2/24/93	





PREMIER INDUSTRIAL CORPORATION
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TO: FAX NO. () 619-951

Name ~~SEYMOUR FOX~~ ANNETTE HOCHSTEIN

Company

Street Address

City

State

Zip

Country

FROM: FAX NO. 214 361-9962

Name GINNY LEVI

Company

Tele. No. () Ext.

We put these thoughts down as a starting point.
Feel free to revise as we go.
Talk to you Mon., 8 am our time.

AMERICAN JEWISH
ARCHIVES

P.S. Couldn't get through on Fri. Will try
again on Mon.

CIJE STAFF TELECON
PROPOSED AGENDA
January 25, 1993

Participants: SE, AH, SHH, EH, VFL, HLZ

Purposes:

1. Bring HLZ, SHH, VFL up to date on CIJE and Lead Communities Project
 2. Prepare for site visits to Atlanta and Baltimore
 3. Prepare for 2/24-26 meetings
- I. Clarification of relationships among Lead Communities, Cleveland office and Jerusalem -- and between Jerusalem and Cleveland in regard to staff.
- A. What should be the relationship between CIJE and the Lead Communities?
 - B. We need a 6 month game plan, as specific as possible, with time table and assignments. Can the AH draft serve as a basis? How quickly can that be finalized and put into action?
- II. Plan visits to Atlanta and Baltimore now and Milwaukee during AH's next visit.
- A. Brief report by SE on Milwaukee visit.
 - B. Who is our Lead Community team?
 - C. What is our agenda with the communities? Are we limited to personnel and community building issues? Should we work with a broader community agenda and encourage them to include our CIJE emphases?
 - D. What are the Lead Communities waiting for from CIJE?
 - D. What is CIJE waiting for from the Lead Communities?
 - E. Do we need a letter of agreement? Is the current draft acceptable to us? to the communities?
 - F. How and when do we introduce Best Practices? What about pilot programs -- Who defines/designs? funds? What's our role?
 - G. What's the role of CIJE evaluators in the communities? How should they relate to local planners? Who sees their reports? Are they getting ahead of the rest of CIJE?

Page 2

H. When should we schedule a meeting with the lay leadership of the Lead Communities? We suggest two steps:

1. Have MLM or Chuck Ratner call the lay leaders of Atlanta and Baltimore following the 2/3-4 site visits as follow up.
2. Schedule meetings with them for AH's next visit, plus a visit to Milwaukee. (Can we set a date now? SHH is available 2/22 or 2/23.)

III. Plan for 2/25 meetings

A. Should planning meeting scheduled for 2/24 occur as planned - 11:00 - 3:00.

B. 2/25 - Executive Committee meeting - 10:30 am

One agenda item: Budgeting and funding -- review AR's budget (or pared down version). Emphasize the need to make CIJE a community effort, not just a Mandel project.

C. 2/25 - Annual Meeting - noon - 2:00

1. Logistical issue: CJF is probably too small. VFL will work on finding alternate site - possibly American Jewish Committee or American Friends of Hebrew University.

2. Suggested Agenda

- Opening remarks MLM 15 min.

- welcome and set the stage

- change in leadership

- opportunities and challenges of bringing foundation world together - maybe comments by AJN

- Response Marty Kraar 5-10 min.

CJF perspective on what's needed; why the Lead Community approach is important now

- Report on Best Practices Project Barry Holtz 15 min.

- Discussion

- Presentation on Lead Communities Annette Hochstein 15 min.

- Response fr. Baltimore - Roy Hoffberger (or lay leader 10 min. of another lead community if he's not coming)

- Inspirational conclusion??

Page 3

d. 2/25 Board Meeting 2:00 - 3:30

Suggested agenda:

- Presentation on finances and foundation commitments MLM
- summary of presentation and discussion at Exec. Committee meeting
- [Note that we have ambitious agenda. Can't accomplish everything given current stalling and funding. We'll put our efforts into Lead Communities and hold off on research and a strategic plan for personnel.]
- Ask AJN to report on approaches to foundations
- Report on Senior Policy Advisors meeting of 1/22 SE
- Monitoring in the Lead Communities - Ellen Goldring & 1 staffer (Here or at annual meeting?)
- Response by David Hirschhorn (Would have to be prepared)
- Dvar Torah



INTERNAL SECURITY - CONFIDENTIAL

TO: Annette Hochstein
Stephen H. Hoffman
Henry L. Zucker

FROM: Virginia F. Levi

DATE: 1/20/93

NAME

NAME

DEPARTMENT/LOCATION

DEPARTMENT/LOCATION

REPLYING TO
YOUR MEMO OF:

SUBJECT: SCHEDULED CIJE MEETINGS

Following is a complete list of the meetings of which I am now aware.

- Friday, January 22 - HLZ, SHH and VFL at Federation.
- Monday, January 25 - Telecon to include HLZ, SHH, VFL in Cleveland; SE, BH, and AH each at their own location.
8-10 a.m.
- Sunday, January 31 - AH will arrive in Cleveland: + Peckarsky
+ Reis
- Monday, February 1 - AH will work in Cleveland with VFL for part of the day and Jack Ukeles the remainder of the day. (AH will make arrangements with Jack.)
- Tuesday, February 2 - Meetings in Cleveland of SE, BH, AH, VFL, and JU. ?
- Wednesday, February 3 - Morning: meeting in Atlanta of SE, AH, and SHH to prepare for visits to Lead Communities. ✓
Afternoon: meeting with Atlanta Federation. (tent.) ✓
- Thursday, February 4 - Morning: meeting with Baltimore Federation. ✓
Afternoon: everyone will return home. ✓

① Room reserved at Glidden - 1/21 + 2/1

② Possible flights to Atl. on 2/2

✓ 4:05 - 5:44 pm - Delta 1163

or

7:45 - 9:20 pm - Delta 453

③ Possible flights to Balt. on 2/3

✓ 4:45 - 6:25 pm - Delta 216

or

5:20 - 7:02 pm - USAir 154

④ Flight to JFK on 2/4

12:15 - 1:35 pm - USAir 3578

Need Peter's alternative

great for too early?
check Next

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

MINUTES: Lead Communities Planning Workshop

DATE OF MEETING: November 23-24, 1992

DATE MINUTES ISSUED: December 9, 1992

PARTICIPANTS: Lauren Azoulai, Chaim Botwinick, Shulamith Elster, Seymour Fox, Steven Gelfand, Roberta Goodman, Annette Hochstein, Barry Holtz, Nancy Kutler, Marshall Levin, Daniel Marom, James Meier, Howard Neistein, Arthur Rotman, Claire Rottenberg, Julie Tammivaara, Jack Ukeles, Jonathon Woocher, Shmuel Wygoda, Virginia Levi (Sec'y)

I. Welcome and Introductions

The meeting opened with the introduction of participants and welcoming remarks by Arthur Rotman, Executive Director of CIJE. Mr. Rotman reviewed the agenda and noted the importance of the Lead Communities in implementing the recommendations of the Commission on Jewish Education in North America.

Representatives of the three communities were then asked to provide brief sketches of their work in Jewish education as a context for further discussion.

A. Atlanta

Atlanta has a growing Jewish population. In the early '80s Atlanta conducted a demographic study of the local Jewish community, followed by the development of a strategic plan. Included was a recommendation to reorganize the services of the Bureau of Jewish Education, reassigning functional responsibility to other appropriate agencies. Atlanta has five day schools. It is working with the CRB Foundation on the development of Israel experience programs, has a Commission on Jewish Continuity, and has recently established a Jewish Education Fund.

B. Baltimore

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

5. It was concluded that Jewish education must be raised to a level which permits it to compete with the many alternatives available. This can best be accomplished by bringing local and continental resources together, by working intensively in limited settings, by working through programs, and by constantly monitoring, evaluating, and providing feedback.

B. The Task Ahead

Mrs. Hochstein suggested a list of possible actions, some of which should be under way within the next year. This reflects the sense that communities wish to see concrete signs of progress as early as possible. One or more of the following should be undertaken as the community proceeds with the planning process.

1. Pilot projects to be undertaken in personnel and community mobilization. In an effort to mobilize local top leaders, CIJE proposes to bring a member of its board to begin an ongoing dialogue with them on the Lead Communities project and its educational endeavors.
2. Establishment of a local commission with broad representation, staff support, possible subcommittees or task forces and the possibility of one or several concrete products at the end of the first year.
3. Conduct a survey of educators to establish the current situation as a basis for ascertaining training and staffing needs.
4. Select one or two areas of Best Practices for early implementation e.g., supplementary school and early childhood, develop a plan and begin to work.
5. Proceed with the design and work of monitoring, evaluation, and feedback.
6. Draft a five-year plan with the assistance of a detailed guide to be provided by CIJE.
7. Establish lines of communication among CIJE, the Lead Communities, and the continental community.

This presentation concluded the evening portion of the meeting. The group reconvened on Tuesday, November 24.

III. Introductory Remarks

As the morning session opened, Steve Gelfand of Atlanta noted on behalf of the three communities that the Lead Communities hoped to resolve the following in the near future:

will rely on CIJE for help with evaluation. It was also suggested that lay leaders should be involved in defining the evaluation process.

It was noted that it will be difficult to garner lay support for approaches that cannot be evaluated, but that funders are likely to support what they see as a "reasonable gamble." With this in mind, an approach to be considered would be the identification of a project which can be undertaken and evaluated in the development of personnel, perhaps with a focus on senior personnel.

V. The Role of CIJE

A. Best Practices and Consultation

Barry Holtz outlined the work he has undertaken over the past 18 months to identify areas for study followed by the development of an inventory of Best Practices to provide models of excellence for introduction into Lead Communities. Best Practices research is being undertaken in the following areas:

1. The Supplementary School

This area was begun first and is nearly ready for use in the Lead Communities. A team of experts has identified nine successful supplementary school programs, has conducted site visits, and has submitted reports on these exemplary programs.

2. Early Childhood Jewish Education

This is being looked at in the variety of settings in which early childhood education occurs. Reports are being submitted on exemplary programs.

3. The JCC

Each Lead Community has a JCC. The JCCA staff will visit each of the three to evaluate what is going well in Jewish education and where they recommend change. At the same time, outside experts will identify 8-9 JCCs which are most effective in the area of Jewish education and Jewish continuity. These programs will be explored and evaluated for use by the Lead Communities.

4. Israel Experience

We are working with the CRB Foundation, which is particularly interested in this area and is developing an approach.

5. Day Schools

We have begun to take the first steps into this important area, and to develop a methodology specific to it.

The proposed planning process includes the following seven steps:

1. Start-up

- formulation of a commission; undertake to inform and involve stakeholders (e.g., community lay leaders, educators, rabbis, congregational leadership, etc.).

2. Self-study

- inventory and profile of educational system.
- assessment of strengths and weaknesses.
- analysis of personnel.

3. Identification of critical issues

- community moves from the general to the specific with strategic choices.

4. Development of mission or vision statement

5. Define priorities

- major strategic recommendations with priority rankings and sequences.

6. Design programs

- specific programmatic interventions.
- new initiatives.

7. Determine strategy to develop resources for implementation

A question was raised regarding the amount of time the planning process would require and how it might be meshed with the local federation allocation process. It was noted that funds can be set aside for anticipated projects, making this a less significant issue.

All three communities expressed concern over the need for staff support of the planning process at a time when "flat campaigns" and local reluctance to add to federation staff make this difficult. It was suggested that if the first request to local lay leadership is to fund staff, this might impact negatively on the buy-in process. In light of the above, it was suggested that CIJE consider providing up to \$40,000 per year for three years toward funding of a position. It was agreed that this proposal would be seriously considered by CIJE.

4. Materials for use with focus groups.
5. A list of participants in this meeting and others who can be helpful to the communities in moving forward.

VII. Next Steps

- A. It was agreed that goals and agendas for future meetings of this group will be set jointly. In the interim, Shulamith Elster will serve as a clearinghouse for distributing materials among the Lead Communities and CIJE. Consideration will be given to holding a conference call as a follow-up to this meeting and a means of generating a project for early implementation.
- B. A meeting of this group, possibly to include lay leaders from the communities, will be planned for April 24, to coincide with the CJF Quarterly in Washington, D.C.
- C. It was suggested that one or more CIJE board members plan to meet with local lay leaders early in 1993. Perhaps a kick-off celebration might occur at the same time.
- D. A paper on Best Practices in supplementary schools and steps for introducing Best Practices to the Lead Communities is now being prepared.

VIII. Conclusion

The meeting concluded with a sense of hope and expectancy for the future. There was the sense that with ongoing communication and the shared mission of contributing to Jewish continuity for all of North America, the next several years should be exciting and productive.

FAX SENT

DATE:

8.12.92

Mandel Institute

מכון מנדל

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: GINNY LEVY

Date: Dec 8th 1992

From: SAMUEL WYGODA

No. Pages: 20

Fax Number: 001 216 361 9969

Dear Ginny,

As promised, I had a meeting this morning with Annette, to discuss several matters including CIJE.

The following are some suggestions we made, regarding the draft you sent us of the minutes of the CIJE meetings which took place two weeks ago in New-York.

Please feel free to determine the final wording of this document.

Thank you again for the great job done.

Best regards,

DATE: 12/1 TIME: _____

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Name ANNETTE HOCHSTEIN

Company INTERCONTINENTAL HOTEL

Street Address _____

City

State

Zip

Country

FROM: FAX NO. (2/6) 361 - 9962

Name GINNY LEVI

Company _____

Tele. No. () _____ Ext. _____

Annette -

I look forward to your comments. I told
Art I'd have a draft to him by the end
of the week. Is that feasible?

Have a safe trip back. It was great
to see you and the whole gang.

Ginny

DATE: 12/1

TIME:

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Tele. No. () Ext.

Annette -

I look forward to your comments. I told Art I'd have a draft to him by the end of the week. Is that feasible?

Have a safe trip back. It was great to see you and the whole gang.

Ginny

ful

Faxed Memorandum:

To: Ginny Levy

From: Shmuel Wygoda

Re: CIJE minutes.

Dear Ginny,

It was good making your personal acquaintance last week in New-York.

Thank you again for your kind efforts to forward to me the cheque. I will send you the second and last list of expenses within a day or two.

Thank you as well for the minutes of the CIJE meeting. I have a meeting scheduled for tomorrow morning with Annette to go over them together, so that by tomorrow morning your time you should have them by fax on your desk.

Have you had an opportunity to start working on the minutes of our meetings at JTS and YU?

I hope that you and yours are well.

Best Regards

