



THE JACOB RADER MARCUS CENTER OF THE  
**AMERICAN JEWISH ARCHIVES**

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

Series E: Mandel Foundation Israel, 1984 – 1999.

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Box  
D-1

Folder  
2059

CIJE correspondence, meetings, planning documents,  
and budget. Yeshiva University proposal,  
1990.

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

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12/18/90

## Prospective GWE Board Members

Name	Age	Sex	Location	Affiliation	Assignment	Description	Due Date
Bennett Aaron (or Miriam Schnierov)		M	East		VFL	MLM letter of invitation.	TBD
Wena Ackerman	50	F	Northeast		CS	Follow up on foundation support & board membership	1/7/91 m
Robert Arnow	60+	M	Northeast		Open	Hold until funding is requested	
Bill Berman	60+	M	Midwest		MLM	Call after Fisher support is confirmed.	1/7/1991
Charles Bronfman	60+	M	Canada		VFL	MLM letter of confirmation.	12/31/90
John Colman	60+	M	Midwest	Reform	VFL	MLM letter of invitation.	12/31/90
El Cowan	50	F	Northeast	Reform	SHH	Contact re foundation support and board membership.	1/7/1991
Lester Crown	60+	M	Midwest		Open		
Steve Dobbs	60	M	West	Reform	SHH	Contact re foundation support and board membership.	1/7/91
Eli Evans	under 60	M	Northeast	Reform	SHH	Contact re Foundation support and board membership.	1/7/91
Irvin Field	60	M	West		MLM	Call re board membership.	12/31/90
Max Fisher	60+	M	Midwest	Reform	MLM	Call re funding commitment.	12/31/90
Charles Goodman	60+	M	Midwest		MLM	Invite to be board vice chair.	12/31/90
Alfred Gottschalk	60	M	Midwest	Reform	VFL	MLM letter of invitation.	12/31/90
Iur Green	under 60	M	East	Reform	VFL	MLM letter of invitation.	12/31/90
Neil Greenbaum		M	Midwest		MLM	Invite to be board vice chair.	12/31/90
David Hirschhorn	60+	M	East		VFL	MLM letter of invitation.	12/31/90
Julia Koschitzky	under 60	F	Canada	Orthodox	SHH	Call re board membership.	12/31/90
Mark Lerner	under 60	M	West		VFL	MLM letter of confirmation.	12/31/90
Norman Lamm	60+	M	Northeast	Orthodox	VFL	MLM letter of invitation.	12/31/90
Norman Lipoff	60	M	South (FL)		MLM	Call re board membership.	12/31/90

S. Martin Lipset	under 60	M	West		VFL	MLM letter of invitation.	12/31/90
Morton Mandel	60+	M	Midwest	Reform		DONE	
Matthew Maryles	under 60	M	Northeast	Orthodox	MLM	invite to be board vice chair.	12/31/90
Florence Melton	60+	F	Midwest		SF	Contact re foundation support and board membership.	<u>1/7/91</u>
Esther Leah Ritz	60+	F	Midwest	Reform	VFL	MLM letter of invitation.	12/31/90
Richard Scheuer	60+	M	Northeast	Reform	MLM	Decide whether to call re funding (see letter of 12/12) and board membership.	12/31/90
Isaac Schorsch		M	Northeast	Conservative	VFL	MLM letter of invitation.	12/31/90
William Shatten		M	South (GAA)		SKN	Call re board membership.	12/31/90
Daniel Shapiro	60	M	Northeast		VFL	MLM letter of invitation.	12/31/90
Isidore Tversky		M	Northeast	Orthodox	SF	Call re board membership.	<u>1/7/91</u>
Bennett Yanowitz	60+	M	Northeast	Conservative	VFL	MLM letter of invitation.	12/31/90

<b>FAX TRANSMITTAL</b>		<b>DATE</b> 8/7/90	<b>TIME</b> 3:30 p.m.
<b>PLEASE RUSH TO</b>	<b>NAME</b> Seymour Fox Annette Hochstein	<b>COMPANY</b>	<b>FAX NO.</b> 011-972-2-699951
<b>FROM</b>	<b>NAME</b> Stephen H. Hoffman	<b>JEWISH COMMUNITY FEDERATION</b> 1750 Euclid Avenue Cleveland, Ohio 44115 Phone: 216-566-9200 Fax #: 216-861-1230	

PLEASE CALL IF YOU DO NOT RECEIVE ALL PAGES OR IF TRANSMISSION IS NOT READABLE.

**TOTAL PAGES SENT** (including this page)

**MESSAGE**

Here's the basic working document for the Council reviewed

by H. L. Zucker,, M. L. Mandel,, and S. H. Hoffman. Your

reactions are invited. More details to follow next week.

## COUNCIL ON INITIATIVES IN JEWISH EDUCATION

### I. Mission

The CIJE has six basic roles to fulfil -- advocacy on behalf of Jewish education; initiating action on the specific recommendations on personnel and community development called for by the Commission on Jewish Education in North America; forging new connections among communities, institutions and foundations; establishing and acting on a new research agenda; helping to facilitate synergism within the emerging foundation community; and energizing new financial and human resources for Jewish education.

#### A. Advocacy

The best lay and professional leadership of the Jewish community need to be attracted to the cause of Jewish education. Visions of what should and can be achieved in the 21st century need to be repeatedly placed before our communities' leadership and the wherewithal to do so obtained. The CIJE can provide a unique blend of individual and institutional advocacy in North America.

#### B. Initiatives

Several specific recommendations are being promoted by the Commission on Jewish Education in North America. These include the need to radically strengthen personnel in the field and deepen local community leadership's commitment to Jewish education. Through comprehensive planning programs and experimental initiatives in designated lead communities, CIJE will bring together continental institutions and other experts to develop the field of Jewish education development in the local level.

#### C. Connections

Creative people, institutions, organizations and foundations are all acting on new ideas in Jewish education. The CIJE seeks to provide a meeting place that will bring together funders with proposals; proven ideas developed by foundation initiatives with communities eager to know what works; institutions developing new approaches with personnel and resources to make the breakthrough; funders with each other to share accomplishments and possibly co-venture new undertakings of large magnitude.

D. Research

While there are many people engaged in Jewish education research, there still appears to be no coordinated, systematic analysis of what works in Jewish education. Research interests have been justifiably idiosyncratic. The Commission on Jewish Education in North America found gaping holes in what we can say we know with real confidence, rather than relying on conventional wisdom. A comprehensive, multi-year research agenda needs to be outlined by the best thinkers on the continent, assigned to the most promising talent, supported, and the findings critically examined and disseminated.

E. Synergism

One of the most exciting new developments in Jewish education -- one that holds great promise for the field -- is the serious entry of strong private foundations into Jewish life in general and Jewish education in particular. This is an unprecedented development. The foundations are deploying strong creative staffs and developing recognizeable signatures of their interests and accomplishments. Recruitment, day schools, training high potential professionals, identifying master teachers and programs, and Israel experiences are just a few of the interests being pursued. The richness of foundation endeavors is a real possibility. Through the CJAE, we bring together at the CJAE, foundations could efficiently diffuse their best innovations throughout the lead communities and should they desire it even help each other advance their agendas by consulting with each other, exchanging professional resources, avoiding recreating notions, etc.

F. Energize

Through the work of the Commission on Jewish Education in North America and the work of other entities, a new group of professionals for Jewish education has begun to be identified. Generally these are people who are experts in general education who have an interest in Jewish affairs. CJAE will seek to identify these people and provide them with effective avenues to use their talents on

behalf of the Jewish people, much the way we now benefit from many of the best lay leaders in the business community and other professions.

Further, CIJE will attempt to generate new financial resources within local communities and on a continental basis to back the ideas that are proven to work in Jewish education.

CIJE hopes to energize new professional and financial resources to add to the gifted people already at work. Ultimately local federations, congregations, and schools will need to commit more resources to accomplish the Jewish education agenda for the next century. This will not be an easy thing to achieve. It is hoped that CIJE will be able to facilitate foundations interested in providing a quick start to the development of new innovative efforts and then provide some longer term support.

## II. Style

The CIJE will not be a big new comprehensive direct service provider. It isn't seeking to displace any existing institution or organization. Rather, CIJE expects to operate with a very small core staff -- no more than 3 or 4 professionals -- and operate through the efforts of others -- JESNA, JCCA, CJE, Yeshiva University, JTS, HUC, Reconstructionist College, Torah U'Mesorah, Brandeis, Stanford, Harvard, Spertus, Boston Hebrew College, etc. This list could go on and on! The need is not for a new service delivery mechanism but for a catalytic agent -- one that can convene meetings of the denominational institutions and departments, peer organizations, foundations, and the like.

No existing organization plays this role today in Jewish education. CIJE, building upon the already successful engagement of these entities through the Commission on Jewish Education in North America, can play this role. The identity of all partners would be preserved and their missions enhanced. The rich diversity of foundation interests would be infused into the consciousness of the established community.



document for the Court.  
A. L. Mandel, and S. H. Hoffman.  
are invited. More details to follow next

III. Structure

A simple structure to govern the CIJE, envisioned.

A. Board

Approximately 20 to 30 people will govern the CIJE. They will be drawn from among the leaders of the foundation community, continental lay leaders, outstanding Jewish educators, and leading Jewish academicians.

B. Senior Policy Advisors

A group of 10 to 12 senior policy advisors will provide ongoing professional guidance to the professional staff and board of the CIJE. They will be drawn from the ranks of the continental organizations and institutions and outstanding individual professionals.

C. CIJE Fellows

Beyond the Senior Policy Advisors group, the CIJE intends to assemble 50 or so fellows to provide intellectual, educational content to its work. These Fellows would be identified from among the people currently at work in Jewish education, and leading academicians and practitioners in general education with a strong interest in Jewish life. In addition to providing ongoing advice to CIJE, the Fellows should be a rich resource for consultants for lead communities, foundation initiatives, the research agenda of CIJE, and the institutional objectives of CIJE working in concert with others.

D. Advisory Council

At least once a year CIJE will reconvene the members of the Commission on Jewish Education in North America, augmented with other key figures in Jewish education. This will provide an opportunity to check on the progress of implementing the Commission's recommendations and provide fresh insight on new developments that should be on CIJE's agenda.



-5-

**E. Staff**

The staff of CIJE will consist of a chief professional officer (initially Stephen Hoffman, the Executive Vice-President of the Cleveland Federation); a chief educational officer; and a planner. Appropriate support staff would be in place as well. An initial budget is attached.

8/6/90

SHH:gc:B1:39C

Att.

FAX SENT  
DATE: 8/8/90

F A C S I M I L E E T R A N S M I S S I O N N

TO: Stephen H. Hoffman

FROM: Seymour Fox and Annette Hochstein

DATE: August 8, 1990

PAGES: 2

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Dear Steve,

We read the CIJE working document with great interest. It is an eloquently effective statement and we have but a few remarks as well as a couple of questions to add to it.

1. We related to this as the document to be used for introducing and presenting the CIJE to outside people or institutions (e.g. Corky Goodman, Charles Bronfman). Is this correct?

2. You may want to consider the following point:

The various players (national organization, denominations, etc...) endorse the notion of a separate entity. There are two reasons why this is in their interest:

a. The current structures are defined in terms of separate functions and content areas - e.g. formal education (JESNA); informal education (JCC Association); pre-service training (The Institutions of Higher Jewish Learning); on-the-job training (Bureau's). However any effort to bring about improvement in these areas will need to be comprehensive across areas (e.g. to define new ways of blending formal and informal education). The Council, because it is free from pre-definition, will be able to respond to this need. Many existing institutions recognize this point and advocate it.

b. There is a recognized need for a setting that can continue the pluralist nature of the Commission's endeavours.

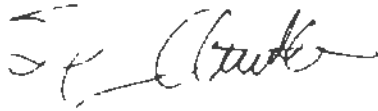
3. The sense of the CIJE as a setting that will be proactive in bringing about the implementation of the Commission's decision is expressed in the section on "Initiatives". However in the careful crafting of this document, the key function of "force-managing" a plan may have been overly weakened. The remaining impression is one of a clearing-house and of an advocacy center. Not sure if this is really what you want to convey.

4. In section "I.F. Energize" and section "III.C. CIJE Fellows" you mention twice "people who are experts in general education". We suggest you add to this experts in Judaica, the humanities and the social sciences.

5. On page 3 -- the second paragraph may create the impression that CIJE will seek out good ideas or best practices and generate funding for them. Since CIJE will be agenda-driven it is likely to select only those programs that fit into its agenda and is not likely to seek funding for good ideas and programs in general. Or is it?

We look forward to more -- this one was a treat.

Best,

A handwritten signature in cursive script, appearing to read "Steve Clark".

<b>FAX TRANSMITTAL</b>		<b>DATE</b> August 8, 1990	<b>TIME</b> 12:20 P.M.
<b>PLEASE RECALL TO</b>	<b>NAME</b> Seymour Fox Annette Hochstein	<b>COMPANY</b>	<b>FAX NO.</b> 972-2-699951
	<b>NAME</b> Stephen Hoffman	<b>JEWISH COMMUNITY FEDERATION</b> 1750 Elmwood Avenue Cleveland, OH 44115 Tel # 216-861-1230 Fax # 216-861-1230	
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MESSAGE



## The Jewish Community Federation of Cleveland

1750 EUCLID AVENUE • CLEVELAND, OHIO 44115 • PHONE (216) 566-9200 • FAX # (216) 861-2100

August 8, 1990

FAX: 972-2-699951

Mr. Seymour Fox  
Ms. Annette Hochstein

Your fax to Mr. Hoffman regarding the CIJE "working document" arrived this morning during his absence from the city. I read it to him when he called in, and his response is as follows:

"Thanks for your quick reactions. I accept the validity and helpfulness of all your points except No. 1. We talked a bit about this in Jerusalem, e.g., the issue of 'forced management'. I understand the concept, I'm not sure I am committed to it. Obviously this is something we can talk out a bit more when Seymour is here next week. I would also like to talk further about it with you, Annette, either by phone or when you next visit. I am not against it, but I am pretty sure it would be counter-productive to articulate it in a public document even if we agreed later that it should be our operating style.

"The document was designed for outside use. I am now working on an operational plan.

"Annette, I'll respond to your other fax next week when I return."

Steve will return to the office next Monday, the 13th, and will be in touch with you further regarding the above.

Gretchen A. Corsillo  
Secretary to Mr. Hoffman

BL:26a

FAX SENT

0(3\*

.....

\*

**Mandel  
Associated  
Foundations**

**22a Hatzlra St., Jerusalem, Israel**

7777 177

**Fax No.: 972-2-699951**

**Tel.: 972-2-668728**

<b>To:</b> <u>Stephen H. Hoffman</u>	<b>Date:</b> <u>August 8, 1990</u>
<b>From:</b> <u>Annette Hochstein</u>	<b>Pages:</b> <u>3</u>
<b>Fax No.:</b> _____	

**Message**

**August 8, 1990**

**Dear Steve,**

Attached is a long-overdue summary of the "passing the baton" meeting we had in New York in June. I thought it might be useful for your current work. After your review of it, a copy of the summary should be sent to Mort, either by you or by me.

**Sincerely,**



**Annette**

**Summary of Meeting on the  
Implementation of Decisions of the Commission on Jewish Education**

**June 11, 1990  
at the offices of the JCC Association in New York**

**Participants:** Morton L. Mandel,, Seymour Fox,, Annette Hochstein,  
Stephen H. Hoffman,, Henry L. Zucker..

The purpose of the meeting was to discuss the "passing of the baton" from the current staff of the Commission on Jewish Education in North America to the new director of the Council on Initiatives in Jewish Education,, Stephen H. Hoffman.

It was agreed that SHH would assume responsibility for the continuation of the work of the Commission and that SF and AH's role would be reduced to the minimal necessary level of involvement.. SF and AH's will serve as consultants from the Mandel Institute for the Advanced Study and Development of Jewish Education in Jerusalem to the Council for Initiatives in Jewish Education..

SHH described his view of the Council and outlined the tasks that he plans to undertake:

- 1) Creation of a group of "Fellows" to act as an advisory group on educational matters and from which to draw human resources for specific projects;
- 2) Selection of the first sites which will be developed as Lead Communities;
- 3) Working with the family foundations and their specific interests in programmatic areas;
- 4) Development of national strategies..

It was agreed that a detailed plan,, including a description of the process to be used and a timetable for the various tasks,, be prepared in the near future. Specific elements of the plan were discussed and divided into two categories: organization and content..



## Organizational Elements

Board of Directors ((18 - 20 members))  
Staff ((including a Chief Education Officer))  
Senior Policy Advisors ((10 - 12 people,, for community  
organization and strategizing))  
"Fellows" ((educational advisory group))  
A lay council  
Funding ((to be dealt with by MLM, HLZ, SF))  
A permanent director ((a federation-type professional, e.g.. SHH))  
Communications and PR ((e.g. newsletter))

## Content Elements

Lead Communities  
Building the Profession  
The Community  
Programmatic Areas  
Foundations and their impact  
Research

It was agreed that SHH would meet with SF and AH during his trip to Israel at the end of June to further discuss the plan,, and that upon his return from Israel he would meet with MLM and HLZ to review the outline of the plan.. SF and AH will prepare a background paper on the research agenda..

The letter from Mr. Fishman of Torah U'Mesorah was circulated and it was decided that SHH would consult with Matthew Maryles on how to approach Torah U'Mesorah.. The general message that should be conveyed to Torah U'Mesorah is that while it may have been a mistake to not include them in the Commission, we are entering the new era of implementation and they are welcome to join in.. We ask that they do not submit their article to the Jerusalem Post and we will make a copy of the report available for their comments,, as Mr. Fishman requested in his letter..

PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
731.98 (5/90) PRINTED IN U.S.A.DATE: 8/15/90 TIME: \_\_\_\_\_NUMBER OF  
PAGES SENT: 3TO: FAX NO. (011) 972 2-699951Name SEYMOUR FOXCompany NATIVEStreet Address JERUSALEM

City

State

Zip

Country

FROM: FAX NO. (314) 361-9942Name HENRY L. ZUCKERCompany PREMIER

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

Seymour Fox  
Stephen H. Hoffman

TO: Morton L. Mandel

NAME

DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker

NAME

DEPARTMENT/PLANT LOCATION

DATE: 8/15/90

REPLYING TO

YOUR MEMO OF:

SUBJECT:

I have revised the policy statement about "Adding weapons to the arsenal on Initiatives in Jewish Education" to reflect our discussion on August 14. If the revised version is acceptable, a next step is to present it to the senior policy advisors on September 16.

IN  
TELEPHONE  
CONFERENCE



PREMIER COURT ADMINISTRATION  
FACSIMILE HEADER SHEET  
731381 (5/90) PRINTED IN U.S.A.

DATE: 8/27/94 TIME: \_\_\_\_\_ NUMBER OF  
PAGES SENT: 11

<p>TO: FAX NO. (817) 712-6225</p> <p>Name <u>ANNETTE HOCHSTEIN</u></p> <p>Company <u>NAT'L</u></p> <p>VISIT NUMBER _____</p> <p>City <u>1</u> State <u>1</u> Zip <u>1</u> Country _____</p>	<p>FROM: FAX NO. (414) 361-9762</p> <p>Name <u>GINNY LEVI</u></p> <p>Company <u>PREMIER</u></p> <p>VISIT NUMBER _____</p>
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PREMIER INDUSTRIAL CORPORATION

 SEE MANAGEMENT MANUAL POLICY NO. 13  
 FOR REVISIONS ON THE COMPLETION  
 OF THE MONTHLY ACTION/COMMITTEE

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

7/27/90 (RHS: VFL) PRINTED: 8/1/90

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE 210515P. ASSIGNMENTS

ORIGINATOR VFL

DATE 8/22/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call Stephen Dobbs to set up appointment for HLZ and SHH to meet with Koret Foundation trustees during the GA.		HLZ	8/7/90	10/10/90	
2.	Ask Phyllis Cook for help to update potential funders on the Council.		HLZ	8/7/90	10/10/90	


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

32280 (REV. 12/78) PRINTED IN U.S.A.

 41-1111-001-001-001-001  
 OF THE FORTY-THREE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR VFL

DATE 8/22/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with assistant to President Herzog about incorporating remarks about the Commission report in GA presentation..		SF	8/22/90	10/10/90	
2.	Meet with Alvin Schiff and Ackerman or Hat.		SF	8/7/90	TBD	



PREMIER INDUSTRIAL CORPORATION

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

FORM (REV. 10-94) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL POLICY MANUAL  
 FOR INSTRUCTIONS ON THE COMPLETION  
 OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 8/22/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUPLICATE	COMPLETED OR REOPENED DATE
1.	Contact Ariel, Reimer and Stein to explain make-up of Council consultants and to invite them to 9/16 meeting.		SHH	8/22/90	8/31/90	
2	Work with SF to identify representatives of denominations to invite to serve as Council policy advisors.		SHH	8/22/90	8/31/90	
3.	Review with OF whether to invite Elliot Spaul of CAJE to be a Council policy advisor.		SHH	8/22/90	8/31/90	
4.	Talk with Barry Shrage about his availability to serve as a Council policy advisor.		SHH	8/22/90	8/31/90	
5.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representatives.		SHH	8/22/90	8/31/90	
6.	Draft letter from MLM confirming Max Fisher support for Council.		SHH	8/7/90	9/11/90	
8.	Talk with WVKy about next steps.					
9.	Confirm Blaustein Foundation pledge in writing with David Hirschhorn.		SHH	8/7/90	9/11/90	
10.	Call Bob Miller about Zanvyl T. Krieger Foundation funding.		SHH	8/7/90	9/11/90	
11.	Send next draft of final report to Rabbi Fishman at Torah Umesorah.		SHH	8/7/90	9/11/90	
12	Develop a calendar of contacts with prospective funders, including timing and method of approach.		SHH	8/22/90	9/11/90	
13.	Discuss with SF inviting Hammer to the 11/8 meeting.		SHH	8/22/90	9/11/90	





PREMIER INDUSTRIAL CORPORATION

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

7/20/90/10/90/10/90

SEE MANAGEMENT MANUAL, POLICY NO. 26  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 8/22/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
14.	Follow up with Avraham Machover to schedule a fall meeting with Avi Chai Foundation to request funding.		SHH	8/7/90	10/10/90	
15.	Follow up with Cummings Foundation.		SHH	8/7/90	10/10/90	
16.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	10/10/90	
17.	Write to Wilbur Daniels regarding SeKuee Foundation support for Council.		SHH	8/7/90	10/10/90	
18.	Meet with Maurice Corson to discuss Wexner Foundation support.		SHH	8/7/90	10/10/90	
19.	With MLM, approach Ludwig Jesselson about funding.		SHH	8/7/90	10/10/90	
20.	With SF, develop a plan for meeting with Lamm, Schorsch and Gottschalk to discuss ways to support personnel development.		SHH	8/22/90	10/10/90	
21.	Recruit a chief professional officer and a chief education officer.		SHH	8/7/90	12/31/90	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 4.3  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

73290 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR VFL

DATE 8/22/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make arrangements for 9/16 senior policy advisors meeting in New York City.		VFL	8/22/90	9/11/90	



PREMIER INDUSTRIAL CORPORATION

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

7-3000 (REV. 10/86) PRINTED IN U.S.A.

SEE MANAGEMENT MANUAL POLICY NO. 1.1  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM WITH A RESPONSIBLE MANAGER.

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR

VFL

DATE 8/22/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RECOMMENDED DATE
1.	Consider the appointment of vice chairmen to the Council Board. Candidates: President of CJF, JCCA, JESNA; C. Bronfman, M. Fisher (possible honorary chair)		MLM	8/22/90	9/11/90	
2.	Talk with Mark Lainer about funding.		MLM	8/22/90	10/10/90	
3.	Talk with Mel Swig of San Francisco about funding.		MLM	8/7/90	11/18/90	

PAX SENT.

DATE:

26/8/90

Nativ Policy and Planning Consultants  
Jerusalem, Israel

למנהל מועצה כפר הירוק - תרגום ופיקס  
יחידת אג"מ

Tel.: 972-2-662 296; 699 951

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FACSIMILE TRANSMISSION

TO: Ginny Levi

DATE: 26 August,, 1990

FROM: Annette Hochstein

NO. PAGES: 1 1

FAX NUMBER: 216-361 9962

Dear Ginny,,

Before my departure I'd like to read the minutes of the last  
Steering Committee meeting of the Council ((CLJE)). Would you please  
fax it to me..

Thank you..

Best regards,,

Annette

PREMIER INDUSTRIAL CORPORATION

FACSIMILE HEADER SHEET

73138 (5-90) PRINTED IN U.S.A.

DATE: 8/14/90 TIME: \_\_\_\_\_

NUMBER OF  
PAGES SENT: 6

TO: FAX NO. ( ) 97222-1995

Name ANNETTE HAWKSTEINCompany NAT TVStreet Address JEKUSALEM

City

State

Zip

Country

FROM: FAX NO. ( ) 48/ 99262

Name SEYMOUR FOX

Company \_\_\_\_\_

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

Dear Annette,

Here is THIS

ALVIN D

FOYLL

TO BAY'S

MEETING

Best Regards  
Jg

## AGENDA

AUGUST 14, 1990 - 2:00-9:00 P.M.

MLM-SF-SHH-HLZ

1. Minutes

Review of Council Steering Committee meeting on 8/7/90..

2. Council Program and Budget

SHH will present a description of the Council's program and its projected budget. It should be reviewed critically and prepared for review on September 16 with the senior policy advisors. The statement should be used with potential funders. ✓

3. Professional Staff

Discussion of the status of the professional staff. We are trying to line up two professional staff officers and one or more part-time consultants. Should we organize a panel to review candidates and make recommendations for selection? *Elsh*

4. Organization of the Council

Council Board and Committee membership will need to be determined. SHH has suggested a Board of approximately 30 members, mostly funders and other lay leaders, a few outstanding educators, and some national

Page 2

community leaders. In addition there would be a team of senior policy advisors; a body of Fellows to provide intellectual power and a pool of talent to take on specific assignments; and an advisory council to meet annually, comprised of interested lay and professional leaders from the Commission and beyond.

5. Funders (HLZ)

We need to review the status of each potential funder's position.

All funders should be asked to participate in funding the Council itself; to participate in a revolving fund of \$250,000 to enable the Council of make small grants; and to outline their plans for funding Jewish education in the next 5 years..

We have prepared a statement of the Council's funding function. Is it a catalyst to stimulate funding? Is it a liaison between funders and service providers? Does it initiate ideas which should be funded? Should it develop a central fund?

6. Senior Policy Advisors

We are holding Sunday, September 16 for a senior policy advisors meeting in New York City. What agenda is suggested?



Page 3

7. Keren Mandel

- a. We have begun to get monthly reports from the Jerusalem office. Who should see these monthly reports? Are parts of the July monthly report in need of discussion by MMM, SFF, SHH and HH2Z? C *Chel*

- b. The MAF is trying to book a date in September or October with Seymour Fox for a review of the work of our Israel office and an update on its activities. 7 4

8. Russian Project in Israel

Should we follow through on Teddy Kollek's request for a special fund to finance a general information and referral service in Jerusalem for new Russian olim?

we have a request from the Russian community in Israel for a fund to help them

Society to serve new Russian olim.

There are other possibilities which we could propose such as something special for the scientific community or for academies or for any group where this special effort would make an impact.

Who can help us to find the right project or projects? Teddy?

Manrowicz: Katzil: Israel Katzil foundation people in the need a representative in Jerusalem to administer our program to spend \$1.5 million for Russian immigrants in Israel? 7 4

page 4

9. Organizational Contacts

Update the 6/21/90 review of suggested organizational contacts. Will  
Gurvis complete this assignment?

10. Preparation for Final Report

A draft of the Commission's report will be issued to Commission members  
late in the summer. Staff will contact commissioners for reactions.

What steps should be taken to complete the report? Timing? Timing?

11. Final Commission Event

The final Commission event is scheduled for luncheon at the Grand Hyatt Hotel in New York on Thursday, November 8. We need to develop the invitation list. Efforts should be made to get expressions of financial support from family foundations and from federations. The final report should be distributed in a hard bound copy for each of the Commission members.

12. Post-Commission Activity

The final report meeting should discuss the future of the Commission. Instead of disbanding the Commission, it is suggested that the Commission stay intact, perhaps with a few adjustments in membership, and meet once a year for a report from the Council. Commission members also should be placed on the Council's mailing list to keep them abreast of what is being done to follow up the recommendations.

P-R  
1) Dave  
2) Peter  
3) Home

1) 1400  
FOUNDA  
M.A.  
V. 1400

2) 1400

3) 1400

4) 1400

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27) 1400

28) 1400

29) 1400

30) 1400

Page 6  
S13. Hebrew Union College - Yeshiva University - Jewish Theological Seminary

We should consider what should be done for the personnel development programs of the three major institutions.

J. W. N. M. A. V.

14. Mrs. Melton

See MLM notes about JESNA and defining the role of each national agency in relation to the Jewish education study. MLM notes state that he is to get back to Mrs. Melton on this subject.

15. Seymour Martin Lipset

Should the MAF help to fund Lipset's request for a population study analysis? (SHH is checking this out.)

= W. J. Should be  
neg16. Public Relations

What should be done prior to the celebratory meeting on November 8? How should the November 8 program and its follow-up effort be supplemented by public relations components? Should there be a press conference with Commission leaders to catch the daily news opportunities? We could use November 8 to focus on feature stories on the Commission in the New York Times, Wall Street Journal, major Jewish periodicals and local Jewish papers.

H. W.

17. Minister Zevulun Hammer

See correspondence with MLM and review discussion with SF. Is a follow through indicated?

The Commission on Jewish Education in North America  
Time Line, Planning and M.O. -- April 1 to December 31, 1990

The tasks ahead can be viewed under two headings::

1. The Commission report and completion of the Commission's work (by June 1990);
2. Implementation of the report.

This paper outlines the tasks for item 2, implementation of the report..

<u>WHAT</u>	<u>WHO</u>	<u>WHEN</u>
A. The IJE (see paper, February 14)		
1. Governance		
2. Structure		
3. Setting Up, Staffing		
a. Research, planning		
b. Lead communities		
c. Funding facilitation		
d. Monitoring, evaluation & feedback		
e. Diffusion of innovation		
f. Outreach		
B. Implementing the Action Plan & Recommendations		
1. Immediate steps, for early results and for maintaining the momentum		
E.g. Developing selected training programs		
Other		
2. Community/Financing		
a. Encourage local commissions		
b. Recruit local leadership		

**WHAT****WHO****WHEN**

- c. Federation funding for Jewish education
- d. Encourage private foundations and families
- e. Funding for the IJE & lead communities
- f. Select lead communities (see below)

**3. Build the Profession**

- a. Plan expansion of training
- b. Develop faculty for training
- c. Create and expand special training programs
- d. Improve quality of training
- e. Create professional leadership programs
- f. Provide student fellowships
- g. Develop in-service training programs
- h. Bring about recruitment plan
- i. Undertake survey of candidates
- j. Etc.
- x. Develop standards for salaries & benefits
- y. Develop ladder of advancement
- z. Encourage networking

**4. Lead Communities**

- a. Determine which concept or scope of lead community
- b. Develop criteria for selection
- c. Develop selection process
- d. Select lead communities

e. Community interface:

determine principles: e.g. ownership; quality;  
participation; pluralism; etc..

local planning unit

local funding

f. etc:..





MINUTES: COUNCIL STEERING COMMITTEE

DATE OF MEETING: September 11, 1990

DATE MINUTES ISSUED: September 12, 1990

PRESENT: Stephen H. Hoffman, David P. Kleinman, Monton L. Mandell,  
Virginia F. Levi (Sec'y)

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

-----

Assignment I. The minutes and assignments of August 22 were reviewed. VFL will see that all notes are added to the assignment list.

SHH reported that he had spoken with Shulamith Elstar about the position of chief educational officer. He also reported having initiated discussions with Josh Elkin.

Assignment It was reported that there is an updated Action Plan which will be placed in the Steering Committee books and used with senior policy advisors and consultants on September 16. It was suggested that SHH, DPR, and VFL work together to develop a timetable for implementation to incorporate in the Action Plan.

## II. Logistics

- A. It was agreed that SF and AH need not participate in Council Steering Committee meetings by telecon, but that they should continue to receive minutes of these meetings.
- B. SHH is in contact with CJF about the possibility of serving as fiscal agent for the Council. Other options include the JCCA and the Cleveland Jewish Community Federation.

It was also reported that Marty Kraar is working on arrangements for office space at CJF and will have a letter to SHH shortly.

Assignment C. A draft of the final report was to be delivered to senior policy advisors on September 11. It is lacking an executive summary and an acknowledgment section, both still to be written. It was suggested that SV and AH draft the acknowledgment section, leaving space for reference to their contribution, which will be prepared in Cleveland.

Assignment The draft of the final report is to be discussed by senior policy advisors on September 16 and mailed to commissioners the following day. VFL will work closely with senior policy advisors to see that they meet or talk with their assigned commissioners for feedback on the report by October 1.

Council Steering Committee  
September 11, 1990

Page 2

### III. Plans for September 16 Meetings

#### A. Commission Senior Policy Advisors (10:00 a.m. - 1:30 p.m.)

A proposed agenda was reviewed and approved. It was agreed that SF and AH should be available in Jerusalem and D. Finn at his home in New York for a phone call at 10:30 a.m. The first item of discussion will be the draft final report, which will be reviewed page by page.

#### B. Council Consultants (2:00 - 4:00 p.m.)

It was reported that Alvin Schiff, Josh Elkin, and Eliot Spack will participate in this meeting. Following the meeting, Spack will meet with his board to determine whether he or someone else should represent CAJE in the future. Barry Shrage is discussing with his board his possible involvement with the Council consultants.

The purpose of this meeting will be to elicit reactions to the current Action Plan.

### IV. Funders

Further action with potential funders is awaiting a conversation between SHH and Corky Goodman to confirm Crown involvement. With several major funders committed, it will be possible to move forward with the second tier group.

### V. Plans for November 8 Commission Meeting

- A. We will not refer to this as a celebratory event, as it has been suggested that the celebration should follow successful implementation.

Current plans call for the morning meeting to focus on the final report and plans for the Council. At the luncheon, MLM will comment on the Commission's impact on North America and the world, with particular reference to its impact on our relationship with Israel. This will be followed by the comments of Minister Hammer.

A question was raised regarding the advisability of calling upon foundation principals to comment on their plans for funding projects in Jewish education over the next five years. This is to be discussed further with senior policy advisors on September 16. The issue is what we gain if this presentation goes as we wish and what we lose if it does not.

Council Steering Committee  
September 11, 1990

Page 4

Assignment

A visit with Ismar Schorsch was postponed.. Alfred Gottschalk has submitted a proposal for Mandel support for a research center for Jewish education at HUC to which we will respond later.. VFL is to distribute the proposal to the Steering Committee..

SHH reported that he visited the Ramaz School to follow up on Haskel Lookstein's recent visit with MLN. They discussed the need for Ramaz to engage in strategic planning and for staff development to take place in Israel.

X. Next Meeting

The next meeting is scheduled for Wednesday, October 10 at 7:30 a.m.



PREMIER INTERNATIONAL CORPORATION

 FILE MANAGEMENT MANUAL, PART NO. 1.05  
 FOR SUBORDINATES OF THE COMMANDER  
 OF THE JONAS A. RICHMOND

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

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FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

FOX ASSIGNMENTS

ORIGINATOR

VRL

DATE

9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draftit with AH the acknowledgment section of the final report.		SF	9/11/90	9/17/90	
2.	Talk with assistant to President Herzog about incorporating remarks about the Commission report in GA presentation.		SF	8/22/90	10/10/90	
3.	Meet with Alvin Schliff and Ackerman or Hatt.		SF	8/7/90	TBD	

MEMORANDUM FOR THE COUNCIL

SEE MEMORANDUM FOR THE COUNCIL  
FOR THE COUNCIL'S CONSIDERATION  
OF THE COUNCIL'S POLICY ON  
THE COUNCIL'S POLICY ON  
THE COUNCIL'S POLICY ON

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

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FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE

AIE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DATE COMPLETED OR REMOVED
1.	Send next draft of final report to Rabbi Fishman at Torah Umesorah.		SHH	8/7/90	9/12/90
2.	Talk with Corky Goodman about Crown Foundation next steps.		SHH	8/7/90	9/22/90
3.	Confirm Blaustein Foundation pledge in writing with David Hirschhorn.		SHH	8/7/90	9/30/90
4.	Call Bob Miller about Zervyl T. Krieger Foundation funding.		SHH	8/7/90	9/30/90
5.	Develop a calendar of contacts with prospective funders, including timing and method of approach.		SHH	8/22/90	9/30/90
6.	Draft letter from MLM confirming Max Fisher support for Council.		SHH	8/7/90	10/10/90
7.	Follow up with David Arnow to schedule a meeting with Arnow-Weller families.		SHH	8/7/90	10/10/90
8.	Follow up with Avraham MacCohen to schedule a fall meeting with Avi Chai Foundation to request funding.		SHH	8/7/90	10/10/90
9.	Follow up with Cummings Foundation.		SHH	8/7/90	10/10/90
10.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	10/10/90
11.	Write to Wilbur Daniels regarding Scheuer Foundation support for Council.		SHH	8/7/90	10/10/90
12.	With MLM, approach Ludwig Jesselson about funding.		SHH	8/7/90	10/10/90
13.	Call Stephen Dobbs to set up appointment for MLZ and SHH to meet with Koret Foundation trustees during the GA.		SHH	8/7/90	10/10/90
14.	Ask Phyllis Cook for help to update potential funders on the Council.		SHH	8/7/90	10/10/90



PREMIER INDUSTRIAL CORPORATION

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7/20/1992 BERNICIA

 SEE ASSIGNMENT MANUAL, PAGES 10-13  
 FOR GUIDELINES ON THE COMPLETION  
 OF THIS REPORT FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
15.	Work with SF to identify representatives of denominations to invite to serve as Council policy advisors.		SHH	8/22/90	10/10/90	
16.	Talk with Barry Shrage about his availability to serve as a Council policy advisor.		SHH	8/22/90	10/10/90	
17.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representatives.		SHH	8/22/90	10/10/90	
18.	With SF, meet with Ismar Schorsch to discuss ways to support personnel development.		SHH	8/22/90	10/10/90	
19.	Work with DPK and VFL to develop a timetable for implementation of the Action Plan.		SHH	9/11/90	10/10/90	
20.	Make arrangements for Council fiscal agent.		SHH	9/11/90	10/10/90	
21.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	10/30/90	
22.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	10/30/90	
23.	Arrange a meeting of potential funders of Jewish education projects in San Francisco, to include Marvin Morris.		SHH	9/11/90	10/30/90	
24.	Recruit a chief professional officer.		SHH	8/7/90	12/31/90	
25.	Recruit a chief education officer.		SHH	8/7/90	12/31/90	
26.	Consider introducing to the Council the concept of "lead institutions" such as day schools or camps. The Ramez School is an example.		SHH	8/22/90	TBD	
27.	Consider and respond to Gottsechalk proposal for a research center for Jewish education at HUC.		SHH	9/11/90	TBD	





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 SEE MANAGEMENT MANUAL, BOOK 1, NO. 1.3  
 FOR CHARTER OF THE COMMISSION  
 OF THE UNITED STATES OF AMERICA

FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

KLEINMAN ASSIGNMENTS

ORIGINATOR

VRL

DATE

9/11/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop invitation list for November 8 Commission meeting.		DPK	9/11/90	9/22/90	
2.	Work with PR people to arrange a press conference and personal interviews with leading Commission members.		DPK	9/11/90	10/10/90	


 ALL MANAGEMENT REPORTS MUST BE  
 FOR GUIDANCE OF THE COMMISSION  
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☐ FUNCTIONAL SCHEDULE

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVEL ASSIGNMENTS

ORIGINATOR VFL DATE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Add notes to assignment list.		VFL	9/11/90	9/14/90	
2.	Distribute Gottschalk proposal to Steering Committee.		VFL	9/11/90	9/14/90	
3.	Place updated Action Plan in Steering Committee books.		VFL	9/11/90	9/16/90	
4.	Work closely with senior policy advisors to see that they talk with assigned commissioners for feedback on final report.		VFL	9/11/90	10/1/90	





PREMIER INDUSTRIAL CORPORATION

 SEE MANAGEMENT MANUAL POLICY NO. 1.5  
 FOR SCHEDULES OF THE COMPLETION  
 OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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☐ FUNCTIONAL SCHEDULE

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR VFL DATE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DATE DUE DATE	COMPLETED OR REMOVED DATE
1.	Consider the appointment of vice chairmen to the Council Board. Candidates: President of CJF, JCCA, JESNA; C. Bronfman, M. Fisher (possible honorary chair)		MLM	8/22/90	10/10/90	
2.	Talk with Mark Lainer about funding.		MLM	8/22/90	10/10/90	
3.	Talk with Mel Swig of San Francisco about funding.		MLM	8/7/90	11/18/90	
4.	Give closing talk at JESNA Continental Leadership Conference.		MLM	9/11/90	6/11/91	

## COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

## Senior Policy Advisors

## Agenda

Sunday, September 16, 1990

La Guardia Marriott

10:00 am - 1:30 pm

Assignment

- |      |                                                              |     |
|------|--------------------------------------------------------------|-----|
| I.   | Discussion of final report                                   | MLM |
| II.  | Plans for report distribution and contact with commissioners | SHH |
| III. | CLUE plans                                                   | SHH |
| IV.  | Report on status of funding                                  | SHH |
| V.   | Preparations for 11/88                                       | MLM |
- A. Proposed invitation list
- B. Schedule for the day (10:00 am - 2:30 pm)
1. 10:00 - Present and discuss final report
  2. 11:00 - Present and discuss plans for Council
  3. 12:30 - 2:30 - Lunch
- a. Thank yous
  - b. Remarks by Hammer
  - c. Comments from foundations on funding plans for the next five years
  - d. Good and welfare
- C. PR coverage and follow-up
- SHH

9/12/90

Commissioner Interview Assignments  
as of 6/90

Sr. Policy Advisor/StaffCommissioner

Seymour Fox

Mona Ackerman  
Charles Bronfman  
Eli Evans  
Alfred Gottschalk  
David Hirschhorn  
Sara Lee  
Seymour Martin Lipset  
Isadore Tversky  
Charles Ratner

Annette Hochstein

David Arnow  
Henry Korschitzky  
Norman Lamm  
Haskel Lookstein  
Robert Loup  
Morton Mandel  
Matthew Mayles  
Florence Melton  
Esther Leah Ritz  
Isaac Schorsch

Stephen Hoffman

Ronald Appleby  
Max Fisher  
Robert Hiller

Joseph Reimer

Jack Bisler  
Josh Elkin  
Arthur Green  
Carol Ingall  
Mark Lainer  
Alvin Schiff  
Peggy Tishman

9/12/90

Page 2

Sr. Policy Advisor/StaffCommissioner

Arthur Rotman

Stuart Eizenstat  
Donald Mintz  
Daniel Shapiro

Alvin Schiff

Joseph Gruss

Jonathan Wooster

Mandell Barman  
Maurice Corson  
David Dubin  
Irving Greenberg  
Lester Pollack  
Harriet Rosenthal  
Bennett Yanowitz

Henry Zucker

John Colman  
Lester Crown

Commissioners not assigned:

Irwin Field  
Ludwig Jesselson

Sept 1990

## COUNCIL ON INITIATIVES IN JEWISH EDUCATION

### I. Mission

The CIJE has six basic roles to fulfil -- advocacy on behalf of Jewish education; initiating action on the specific recommendations on personnel and community development ~~called for by the Commission on Jewish Education in North America~~ forging new connections among communities, institutions and foundations; establishing and acting on a new research agenda; helping to facilitate synergism within the emerging foundation community; and energizing new financial and human resources for Jewish education..

#### A. Advocacy

The best lay and professional leadership of the Jewish community need to be attracted to the cause of Jewish education.. Visions of what should and can be achieved in the 21st century need to be repeatedly placed before our communities' leadership and the wherewithal to do so obtained. The CIJE can provide a unique blend of individual and institutional advocacy in North America..

#### B. Initiatives

Several specific recommendations are being promoted by the Commission on Jewish Education in North America.. These include the need to radically strengthen personnel in the field and deepen local community leadership's commitment to Jewish education.. Through comprehensive planning programs and experimental initiatives in designated lead communities, CIJE will bring together continental institutions and other experts to yield breakthroughs in Jewish education development at the local level..

#### C. Connections

Creative people, institutions, organizations and foundations are all acting on new ideas in Jewish education.. The CIJE seeks to provide a meeting place that will bring together:

- Funders and those with proposals for action;
- Proven ideas developed through foundation initiatives and communities eager to know what works;



- Institutions that are developing new approaches and the personnel and resources to make breakthroughs possible.

The CIJE will be a setting where funders can share accomplishments and possibly agree to join together in supporting new undertakings of large magnitude.

#### D. Research

While there are many people engaged in Jewish education research, there still appears to be no coordinated, systematic analysis of what works in Jewish education. Research interests have been understandably idiosyncratic. The Commission on Jewish Education in North America found gaping holes in what we can say we know with real confidence, rather than relying on conventional wisdom. A comprehensive, multi-year research agenda needs to be outlined by the best thinkers on the continent, assigned to the most promising talent, supported, and the findings critically examined and disseminated.

#### E. Synergism

One of the most exciting new developments in Jewish education -- one that holds great promise for the field -- is the serious entry of strong private foundations into Jewish life in general and Jewish education in particular. This is an unprecedented development. The foundations are deploying creative staffs and developing recognizable signatures of their interests and accomplishments. Recruitment, day schools, media, training high potential professionals, identifying master teachers and programs, and Israel experiences are just a few of the interests being pursued. The richness of foundation endeavors is a real blessing. Through the synergy of coming together at the CIJE, foundations could efficiently diffuse their best innovations throughout the lead communities and should they desire it even help each other advance their agendas by consulting with each other, exchanging professional resources, avoiding recreating notions, etc.

#### F. Energize

Through the work of the Commission on Jewish Education in North America and the work of other entities ■ =

for Jewish education has begun to be identified. Generally these are people who are experts in general education who have an interest in Jewish affairs. Also, academicians with expertise in Judaica, the humanities, and social sciences want to contribute. CIJE will seek to identify these people and provide them with effective avenues to use their talents on behalf of the Jewish people, much the way we now benefit from many of the best lay leaders in the business community and other professions..

Further CIJE will attempt to generate new financial resources within local communities in partnership with existing resources and on a continental basis to back the ideas that are proven to work in Jewish education.

CIJE hopes to energize new professional and financial resources to add to the gifted people already at work. Ultimately local federations, school supporters, congregations, and consumers will need to commit more resources to accomplish the Jewish education agenda for the next century. This will not be an easy thing to achieve. It is hoped that CIJE will be able to facilitate foundations interested in providing a quick start to the development of new innovative efforts and then provide some longer term support.

## II. Method of Operation

The CIJE will not be a big new comprehensive direct service provider. It isn't seeking to displace any existing institution or organization. Rather, CIJE expects to operate with a very small core staff -- no more than 3 or 4 professionals -- and work through the efforts of others -- JESNA, JCCA, CJE, Yeshiva University, JTS, HUC-JIR, Reconstructionist College, Torah U Mesorah, denominational departments of education, Brandeis, Stanford, Harvard, Spertus, Boston Hebrew College, educator organizations, etc. This list could go on and on! The need is not for a new service delivery mechanism but for a catalytic agent -- one that can convene meetings of peer organizations on the national scene, including denominational institutions and departments, communal agencies, foundations, and the like.

No existing organization plays this role today in Jewish education.. CIJE,, building upon the already successful engagement of these entities through the Commission on Jewish Education in North America,, can play this role.. The identity of all partners would be preserved and their missions enhanced.. The rich diversity of foundation interests would be infused into the consciousness of the established community..

III.. Structure

A simple structure to govern the CIJE is envisioned..

A.. Board

Approximately 20 to 30 people will govern the CIJE.. They will be drawn from among the leaders of the foundation community,, continental lay leaders,, outstanding Jewish educators,, and leading Jewish academicians..

B.. Senior Policy Advisors

A group of 10 to 12 senior policy advisors will provide ongoing professional guidance to the professional staff and board of the CIJE.. They will be drawn from the ranks of the continental organizations and institutions and outstanding individual professionals..

C.. CIJE Fellows

Beyond the Senior Policy Advisors group,, the CIJE intends to assemble 50 or so fellows to provide intellectual,, educational content to its work.. These Fellows would be identified from among the people currently at work in Jewish education,, and leading academicians and practitioners in general education,, Judaica,, humanities,, and social sciences with a strong interest in Jewish life.. In addition to providing ongoing advice to CIJE,, the Fellows should be a rich resource for consultants for lead communities,, foundation initiatives,, the research agenda of CIJE,, and the institutional objectives of CIJE working in concert with others..



D. Advisory Council

At least once a year CIJE will reconvene the members of the Commission on Jewish Education in North America, augmented with other key figures in Jewish education. This will provide an opportunity to check on the progress of implementing the Commission's recommendations and provide fresh insight on new developments that should be on CIJE's agenda.

E. Staff

The staff of CIJE will consist of a chief professional officer ((initially Stephen Hoffman, the Executive Vice-President of the Cleveland Federation)); a chief educational officer; and a planner. Appropriate support staff would be in place as well. An initial budget is attached.

8/28/90

SMM:gc:BL:39H

Att.



PREMIER INDUSTRIAL CORPORATION

## FACSIMILE HEADER SHEET

73038 (5/80) PRINTED IN U.S.A.

DATE: 10/15 TIME:

NUMBER OF  
PAGES SENT: 11

TO: FAX NO. (011) 9722-67995/

Name ANNETTE HOCHSTEIN  
SEYMOUR FOX

Company NAT-TEL

Street Address

City State Zip Country

FROM: FAX NO. (214) 345-9962

Name Genny Levi

Company

Tele. No. ( ) Ext.

Council Steering Committee  
October 10, 1990

Page 2

#### II. Council Logistics

A. It was reported that GJF will serve as fiscal agent and that discussions are under way regarding the use of GJF space.

#### B. Identification of Staff

SHH is continuing to talk with Shulamit Elster and has also spoken with Gail Dorph about the chief education officer position. Josh Elkin is not currently interested. It is hoped that by the end of November we will have identified a top candidate.

#### III. Plans for November 8 Commission Meeting

##### A. Invitation List

A list of prospective invitees was reviewed. It was suggested that the chief lay and professional leaders of the foundations listed be invited and that a copy of the letter to the professional officer be sent to the lay leader.

#### Assignment

DPK and VFL will make follow-up phone calls to non-respondents beginning the third week of October. At the next meeting of the Steering Committee a short list will be developed of people to be called and reminded to attend.

##### B. Logistics

#### Assignment

VFL will arrange with Josie Mowlen at JCCA to accompany SHH to the Grant Hyatt on October 17 to tour the meeting space and arrange final details. The luncheon is to be arranged with round tables of eight and a speakers' table.

The Steering Committee will discuss on October 30 the possibility of arranging a meeting for consultation on the Council to follow the 2:30 p.m. conclusion of the Commission meeting.

##### C. Publicity

DPK has been in touch with Abby Strober about publicity.

A press conference is scheduled for 9:00 a.m. on November 8. This will include MLL, the president of the four foundations, Mary Fisher, and possibly Charles Bronfman and Zevulun Hammer. DPK will discuss the advisability of including Bronfman and Hammer with the press. The goal is to have as much printed and broadcast media coverage as possible.

Committee Steering Committee  
October 10, 1996

Page 3

Assignment

The media will not be invited to attend the meetings. However, arrangements will be made to have a photographer present throughout the day. In addition to candid shots, it was suggested that the photographer do posed pictures of the commissioners and the senior policy advisors. We may wish to distribute a bound volume of photographs to each commissioner.

For optimum press coverage, we will need press releases and press kits. In addition, it was suggested that a few key commissioners be asked to prepare Op-Ed pieces. Further, a personalized release will be arranged for submission to the hometown newspapers of each commissioner. We will also discuss all travel expenses, including pay out-of-pocket expenses, and to request a budget.

D. Schedule

The meeting will begin at 10:30 a.m. Following opening remarks by MM, Finn and Fox will describe the process by which the current report was developed and AH will provide a recap of the report, using the Executive Summary. Following discussion of the final report, SHH will make a presentation on CIJE--where it is now and plans for its future. This will be followed by discussion.

The morning meeting should end at approximately noon with luncheon to begin around 12:15 p.m. The afternoon program will open with comments by MM (20 minutes), remarks by Maa Pilsner (5 minutes), remarks by Minister Hammer (20 minutes) and general discussion (30 minutes) for which we will have primed a few people.

Assignment

It was suggested that this proposed schedule be circulated to Kraar, Rotman, and Woocher for their reactions. It was also suggested that a conference call be arranged for the week of October 30 during which AH, SHH, HW, VPT, MM, and BLZ will discuss the proposed program and the presentation on the final report.

Assignment

E. Publication of Final Report

Spiral bound copies of the final report will be available for distribution at the meeting on November 8. Bound volumes and a small number of hard cover volumes for personalization and presentation to commissioners, senior policy advisors and perhaps a few others will be available later.

The acknowledgment section of the report is currently being drafted. It is to be checked extremely carefully for correct spelling and inclusiveness. We were reminded that it should be checked again at the proof stage.

Commission Steering Committee  
October 10, 1990

Page 4

#### IV. GA Plans

MLM will be the speaker at a session beginning at 8:00 a.m. on Friday, November 16. It will be chaired by Neil Greenbaum and the topic will be Jewish education in North America. We will plan to distribute the Executive Summary of the Commission report, a list of commissioners, and a cover sheet which will indicate where and how interested people can purchase the full report.

#### Assignment

VFL will get MLM's GA talk from last year to SHM. He will review it and use it as the basis for this year's remarks, which will be prepared in consultation with SHM. The ideal would be to have Shmooles and extemporaneous speech based on the Executive Summary and the 1989 presentation. SHM will talk with AM about the possibility of her preparing this presentation.

#### V. Plans for Philadelphia

It was suggested that the November 26 Philadelphia schedule include the following:

- 9:00 - 11:00 a.m. ■ meeting with a group at Reconstructionist Rabbinical College
- 12:00 noon - luncheon with group of potential funders
- 2:00 - 4:00 p.m. ■ meetings with rederacion leadership
- 5:45 p.m. - flight to Cleveland

#### VI. Next Meeting

The next meeting is scheduled for Tuesday, October 30 at 7:30 a.m.



PREMIER INDUSTRIAL CORPORATION

 SEE ENVIRONMENTAL MONITORING ACT  
 FOR GUIDELINES ON THE COMPLETION  
 OF THIS FORM AND INSTRUCTIONS

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

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

FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

FOX ASSIGNMENTS

ORIGINATOR

VFL

DATE

10/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft with AH the acknowledgment section of the final report.		SF	9/11/90	10/15/90	
2.	Talk with assistant to President Herzog about incorporating remarks about the Commission report in GA presentation.		SF	8/22/90	11/1/90	
3.	Meet with Alvin Schiff and Ackerman or Mat.		SF	8/7/90	THD	



### one-way ANOVA: injurytrial, compensation

THE NEWSPAPER MANUFACTURING, ITS  
THE BUSINESS OF THE COMMISSION  
OF THE FARM FOR A FURTHER REDUCTION

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

FUNCTION		COUNCIL STEERING COMMITTEE
SUBJECT/DOCDOTIME		HOFFMAN ASSIGNMENTS
ORIGINATOR	VFL	DATE 10/12/90

NO.	ASSIGNMENT	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNMENT STARTED	DUPLICATE	COMPLETED OR MOVED DATE
	<u>IMMEDIATE ACTION</u>					
1.	With MLM, develop a calendar of contacts with prospective funders, including timing and method of approach.		SHH	8/22/90	10/31/90	
2.	Tour meeting space and arrange final details at Grand Hyatt with Josie Mowlen of JCCA.		SHH	10/10/90	10/17/90	
3.	Discuss with professional heads of CJF, JCCA and JESNA the advisability of their three lay leaders serving as vice chairmen of the CIJE board.		SHH	10/10/90	10/30/90	
4.	Work with DPK and VFL to develop a timetable for implementation of the Action Plan.		SHH	9/11/90	10/30/90	
5.	Arrange a meeting of potential funders of Jewish education projects in San Francisco, to include Mervin Morris.		SHH	9/11/90	10/30/90	
6.	Work with AH on preparation of MLM's remarks for GA.		SHH	10/10/90	11/1/90	
7.	With MLM, meet with Stephen Dobbs and Phyllis Cook during the GA.		SHH	8/7/90	11/20/90	
8.	Recruit a chief education officer.		SHH	8/7/90	12/15/90	
	<u>AS TIME PERMITS</u>					
9.	Talk with Corky Goodman about Crown Foundation next steps.		SHH	8/7/90	10/30/90	
10.	Follow up with Cummings Foundation.		SHH	8/7/90	10/30/90	
11.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	10/30/90	
12.	Follow up with Wilbur Daniels regarding Scheuer Foundation support for Council.		SHH	8/7/90	10/30/90	
13.	With MLM, approach Ludwig Jesselson about funding.		SHH	8/7/90	10/30/90	





RAMAT HASHIKMA INDUSTRIAL CORPORATION

SEE RAMAT HASHIKMA BOARD #8, 10  
FOR A LIST OF THE COMPLETION  
OF THE GOING FOR A FUNCTIONAL SCHEDULE

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

RAMAT HASHIKMA INDUSTRIAL CORPORATION

FUNCTION	COUNCIL STEERING COMMITTEE
SUBJECT/OBJECTIVE	HOFFMAN ASSIGNMENTS
ORIGINATOR	DATE
VFL	10/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUEDATE	COMPLETED OR REMOVED DATE
14.	Discuss with MLM the advisability of asking Bob Hiller to join the CIJE board.		SHH	10/10/90	10/31/90	
15.	Work with SF to identify representatives of Denominational Council policy advisors.		SHH	8/22/90	11/6/90	
16.	With ML2, follow up with David Arnow to schedule a meeting with Arnow-Weiler families.		SHH	8/7/90	11/30/90	
17.	Follow up with Avraham HaCohen to schedule a meeting with Avi Chai Foundation to request funding.		SHH	8/7/90	11/30/90	
18.	Recruit a chief professional officer.		SHH	8/7/90	9/1/90	
19.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representatives.		SHH	8/22/90	TBD	
20.	With SF, meet with Ismar Schorsch to discuss ways to support personnel development.		SHH	8/22/90	TBD	
21.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	TBD	
22.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
23.	Consider introducing to the Council the concept of "lead institutions" such as day schools or camps. The Ramaz School is an example.		SHH	8/22/90	TBD	
24.	Consider and respond to Gottschalk proposal for a research center for Jewish education at HUC.		SHH	9/11/90	TBD	





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 113  
FOR INSTRUCTIONS ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

FORM NO. 100-1 (Rev. 10/84) PRINTED IN U.S.A.

SUBJECT

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

KLEINMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE

10/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
1.	Work with PR people to arrange a press conference and media coverage of November 8 meeting..		DPK	9/11/90	10/30/90	
2.	Arrange to have a photographer present throughout the day on November 8.		DPK	10/10/90	10/30/90	
3.	Make follow-up phone calls to non-respondent invitees.		DPK	10/10/90	11/1/90	



KKEITHK CORPORATION

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

72000 (REV. 1/20/91) KKEITHK USA

THIS MANAGEMENT REPORT IS TO BE USED IN THE COMPLETION OF THE FORM FOR A WORKING DOCUMENT

FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

LEVI ASSIGNMENTS

ORIGINATOR

VFL

DATE

10/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Gather information for MLM which will be helpful in calling potential funders Lainer, Hirschhorn and Crown.		VFL	10/10/90	10/19/90	
2.	Circulate proposed 11/8 meeting schedule to Kraar, Rotman and Woocher for their reactions.		VFL	10/10/90	10/20/90	
4.	Make follow-up phone calls to each respective interviewee.					



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

DATE: 10/31 TIME: \_\_\_\_\_ NUMBER OF  
PAGES SENT: 11

<p><b>TO: FAX NO. (011) 9722 - 69951</b></p> <p>Name <u>ANNETTE HOSCHKE</u> <u>TEYNER FOX</u></p> <p>Company _____</p> <p>Street Address <u>JERUSALEM</u></p> <p>City _____ State _____ Zip _____ Country _____</p>	<p><b>FROM: FAX NO. ( ) 341 - 9942</b></p> <p>Name <u>VIRGINIA ARNI</u></p> <p>Company <u>PREMIER</u></p> <p>Tele. No. ( ) _____ Ext. _____</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------

MINUTES: COUNCIL STEERING COMMITTEE

DATE OF MEETING: October 30, 1990

DATE MINUTES ISSUED: October 31, 1990

PRESENT: Stephen H. Hoffman, David P. Kleinman, Morton L. Mandel, Virginia F. Levi (Sec'y)

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

-----

I. The minutes and assignments of October 10 and October 23 were reviewed.

Assignment SHH reported having spoken with Steve Dobbs about funding. He is to follow up with a formal letter and a copy of the Commission report. The Koret Foundation will review this in December and determine whether to invite us to apply for funding. SHH will meet with Dobbs during the GA.

II. Review Plans for November 7-8

A. Open Items

1. MOM's afternoon remarks will include general thanks, with specific mention only of the director, consultants, and partners.

Assignment 2. SHH will call Steve Solender to encourage his attendance.

3. There will be no Council consultations on the 8th.

Assignment 4. MOM will call Max Fisher to confirm his attendance and to discuss his presentation.

B. Public Relations

Assignment Preparations for the press conference are under way. DPK will prepare bullet points for use by MOM. SHH has spoken with the executives of CJP, JESNA and JCCA and reported that it is likely that Bill Berman, Bennett Yanowitz, and Lester Pollack will participate.

Assignment It was noted that the press release is the most critical piece of the process and that it should be mailed, with the complete press kit, to the entire PR mailing list. DPK will talk with Streiber about his handling this.

Council Steering Committee  
October 30, 1990

Page 2

**Assignment** SF is to invite Twersky to prepare an op ed piece.. In addition, we may wish to invite others to prepare op ed pieces for occasional publication. Possible authors include Eli Evans, Yitz Greenberg, Marty Lipset, and the seminary heads.. This will be part of a continuing PR effort..

**Assignment** DPK will contact Strober and UJA to get a complete list of people to whom the media alert was sent..

**Assignment** There is some uncertainty about the preparation of the press release.. VFL will send Ken Myers' most recent release to SHH and DPK, who will consider using it as the basis for the press release

### III. Distribution of Report

#### A. Initial Distribution

University Press is printing 3,000 softbound copies of the report as well as 300 hardbound copies.. We will purchase 2,000 initially for approximately \$3.00 plus the cost of typesetting.. The publisher will sell the remaining 1,000 at a fee of \$14.95 for the softbound version and \$30.00 for the hardcover.. The publisher is aware that we plan to offer some of our copies for sale at a cost of \$10.00 to GA participants.

It was suggested that the publisher warehouse our copies until after the GA and that they handle the distribution of those ordered as a result of the GA.

It was suggested that copies of the report be initially distributed as follows:

1. 250 to Strober for mailing with press kits
2. 150 for distribution at the meeting-\*to be delivered to the Grand Hyatt
3. 200 to the CJF office in New York
4. 200 to Cleveland
5. 400 to be taken to Israel

The remaining 800 would remain with the publisher.

#### B. Distribution List

In addition to the media, it was suggested that reports be sent to selected BJE's, to the board of JCC Association and the metropolitan JCC's, and to selected federations.. DPK will call Woocher and Rotman for suggested mailing lists.

**Assignment**

Council Steering Committee  
October 30, 1990

Page 3

Assignment      It was also suggested that we write to the seminary heads and offer a few reports to them for distribution.

Assignment      A preprinted cover letter will be prepared to accompany the reports. VFL will work with SHH to design and print Council letterhead. This will be based on the design of the Commission letterhead.

IV.. Update on CUE

Assignment      The executives of CJP, JCCA, and JESNA agreed that it would be appropriate for their lay leaders to serve as vice chairs of the Council. In addition, we will identify a fourth vice chair who could potentially take over the chairmanship in the future.

Assignment      MIM and SHH will develop a timetable for the next twelve months. This will include selection of the board, up to three board meetings, and an annual meeting to include a larger group.

V.. Next Meeting

A final meeting of this group was scheduled for Wednesday, November 28 at 7:30 a.m.



PREMIER INDUSTRIAL CORPORATION

MEMORANDUM NO. 13  
FOR COUNCIL ON THE COMMISSION  
OF THE COM. FOR THE COMMISSION

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

73090 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with assistant to President Herzog about incorporating remarks about the Commission report in GA presentation.		SF	8/22/90	11/1/90	
2.	Invite Rabbi Twersky to prepare an an op ed piece..		SF	10/30/90	11/15/90	
3,	Meet with Alvin Schiff and Ackerman or Hat.		SF	8/7/90	TBD	



PREMIER INDUSTRIAL CORPORATION

 SEE MANAGEMENT MANUAL PROCEDURE 415  
 FOR GUIDELINES ON THE COMPLETION  
 OF THIS FORM FOR FUNCTIONAL SCHEDULE

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

72000 (REV. 10/89) PRINTED IN U.S.A.

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
	<u>IMMEDIATE ACTION</u>					
1.	With MLM, develop a calendar of contacts with prospective funders, including timing and method of approach.		SHH	8/22/90	10/31/90	
2.	Work with DPK and VFL to develop a timetable for implementation of the Action Plan.		SHH	9/11/90	11/2/90	
3.	With SF, develop a list of commissioners to be called prior to the distribution of the report.		SHH	10/23/90	11/5/90	
4.	Call Steve Solender to encourage his attendance on November 8.		SHH	10/30/90	11/5/90	
5.	With VFL, review the attendance list to identify possible speakers.		SHH	10/23/90	11/8/90	
6.	Work with AH on preparation of MLM's remarks for GA.		SHH	10/10/90	11/9/90	
7.	Arrange a meeting of potential funders of Jewish education projects in San Francisco, to include Mervin Morris.		SHH	9/11/90	11/15/90	
8.	With MLM, develop a timetable for the CIJE over the next twelve months.		SHH	10/30/90	11/15/90	
9.	Send a formal letter and copy of Commission report to Steve Dobbs and meet with him during the GA.		SHH	10/30/90	11/30/90	
10.	Recruit a chief education officer.		SHH	8/7/90	12/15/90	
	<u>AS TIME PERMITS</u>					
11.	Work with SF to identify representatives of denominations to invite to serve as Council policy advisors.		SHH	8/22/90	11/15/90	
12.	Stay in touch with Corky Goodman about Crown Foundation next steps.		SHH	8/7/90	11/30/90	





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL, POLICY NO. 105  
FOR GUIDELINES ON THE COMPLETION  
OF THIS NON-PROFITABLE SCHEDULE

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

08/31/90; 10:57 AM

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR RENEWED DATE
13.	Follow up with Cummings Foundation.		SHH	8/7/90	11/30/90	
14.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	11/30/90	
15.	Follow up with Wilbur Daniels regarding Scheuer Foundation support for Council.		SHH	8/7/90	11/30/90	
16.	With MLM, approach Ludwig Jesselson about funding.		SHH	8/7/90	11/30/90	
17.	With HLZ, follow up with David Arnow to schedule a meeting with Arnow-Weiler families.		SHH	8/7/90	11/30/90	
18.	Write to seminary heads and offer reports to them for distribution.		SHH	10/30/90	11/30/90	
19.	Work with MLM and HLZ to identify a fourth Council vice chair.		SHH	10/30/90	12/15/90	
20.	Recruit a chief professional officer.		SHH	8/7/90	9/1/91	
21.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representativeness.		SHH	8/22/90	TBD	
22.	With SF, meet with Ismar Schorsch to discuss ways to support personnel development.		SHH	8/22/90	TBD	
23.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	TBD	
24.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
25.	Consider introducing to the Council the concept of "lead institutions" such as day schools or camps. The Ramaz School is an example.		SHH	8/22/90	TBD	
26.	Consider and respond to Gottschalk proposal for a research center for Jewish education at HUC.		SHH	9/11/90	TBD	



PREMIER CORPORATION/ADMIN

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

70495 (REV. 10/86) PRINTED IN U.S.A.

SEE KLEINMAN MANUAL V0067 DRG. 0.1  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEINMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, consider using Ken Myers' most recent release as the basis of a press release..		DPK	10/30/90	11/1/90	
2.	Contact Jerry Strober and UJA to get a complete list of people to whom the media alert was sent.		DPK	10/30/90	11/2/90	
3.	Prepare a list of key points for use by MLM in making his opening statement..		DPK	10/23/90	11/5/90	
4.	See that press kits are prepared..		DPK	10/23/90	11/5/90	
5.	Prepare bullet points for use by MLM at press conference..		DPK	10/30/90	11/5/90	
6.	Talk with Strober about his handling of entire PR mailing..		DPK	10/30/90	11/5/90	
7.	Call Woocher and Rotman for suggested final report mailing lists.		DPK	10/30/90	11/8/90	



PREMIER INDUSTRIAL CORPORATION

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

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 SEE MANAGEMENT MANUAL ENTRY NO. 12  
 FOR GUIDELINES ON THE COMPLETION  
 OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Work with SHH to design and print Council letterhead..		VFL	10/30/90	11/30/90	



HAWAIIAN INVESTMENT CORPORATION

 SEE HAWAIIAN INVESTMENT CORPORATION  
 FOR A CURRENT OR FUTURE COMPARISON  
 OF THIS FORM TO A FUNCTIONAL SCHEDULE

ASSIGNMENTS

ACTIVE PROJECTS

RAW MATERIAL

FUNCTIONAL SCHEDULE

3300 1300 1400 1500 1600 1700 1800 1900 2000 2100 2200 2300 2400

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, work with MLM to develop a clear formulation for reporting on funding.		HLZ	10/23/90	11/7/90	



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

DATE: 11/30 TIME: \_\_\_\_\_ NUMBER OF  
PAGES SENT: 1

TO: FAX NO. (011) 9722 - 6995/

Name ANNETTE HOCHSTEIN  
SEYDER FOX

Company \_\_\_\_\_

Street Address JERUSALEM

City State Zip Country

FROM: FAX NO. ( ) 361 - 062

Name UIRE / RUPA A? IV

Company PRTEFAI L&

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

MINUTES: COUNCIL STEERING COMMITTEE

DATE OF MEETING: November 28, 1990

DATE MINUTES ISSUED: November 30, 1990

PRESENT: Stephen H. Hoffman, David P. Kline, Monton L. Mandel, Virginia F. Levi (Sec'y)

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

I. The minutes and assignments of October 30 were reviewed.

II. Public Relations Update

Assignment

Jerry Strobeber will follow up with the media in the home towns of commissioners. BPK will follow up with Strobeber.

Both UJA and JCCA clipping services are tracking articles on the Commission for us.

Assignment

SHH is in conversation with Ari Goldman of the New York Times about an article. He will ask Alvin Schiff or Jon Woether to follow up with Goldman.

Assignment

VFL will assemble a list of commissioners, senior policy advisors, and others to receive a semi-personalized letter of thanks for participation in the Commission effort. These are to be sent in December.

Assignment

VFL will work on arrangements for hardcover binding of a small number of reports (75-100) with a personalized acknowledgment to be pasted in the front cover. She will consult with Norm Friedman on this. We will aim for distribution of the books in January.

III. Distribution of Reports

A list of people to receive complimentary copies of the report is being finalized. The report has already been sent to commissioners and others who were invited, but unable to attend the November 8 meeting. In addition, we are responding to orders for the book, selling them for \$6.00 per copy plus shipping.

Assignment

VFL will maintain a running log of distribution and will submit a quarterly report to the Steering Committee.

V  
G  
JCM # 56  
to Jerry

add  
book  
list

book  
list  
G

G  
154 - November  
60 - December

to G  
0



Council Steering Committee  
November 28, 1990

Page 2

#### IV. Administrative Process

##### A. Technical Arrangements

###### Assignment

DPK is working with staff at CJF to set up an office. He will explore with Jon Woocher the possibility of sharing a secretary with the Crown/JESNA project. He will also talk with Harold Adler at CJF about handling day to day operations and budget matters. // what said N

###### Assignment

SHM will ask Mike Cole to review and simplify Federation bylaws for CIJE use. CIJE will not incorporate, but will function as a committee of CJF.

##### B. CIJE Board

###### Assignment

MLM will ask Corky Goodman, Lester Pollack and Neil Greenbaum to serve as vice chairs of the board. VFL will call Jon Woocher about the affiliation of the three and, assuming none is Orthodox, MLM will invite Matthew Maryles to be the fourth vice chair. J- (W <)

Following is a list of potential board members:

1. Charles Bronfman
2. Lester Crown
3. Morton Mandel
4. Florence Melton
5. David Hirschhorn
6. Rachel Cowan \* if foundation agrees to support CIJE
7. Eli Evans
8. Mona Ackerman - if foundation agrees to support CIJE
9. Steve Dobbs - if foundation agrees to support CIJE
10. Richard Scheuer \* if foundation agrees to support CIJE
11. Max Fisher
12. Robert Arnow
13. Neil Greenbaum - JESNA
14. Charles Goodman - CJF
15. Lester Pollack - JCCA
16. Matthew Maryles
17. Irwin Field
18. Esther Leah Ritz
19. Isadore Twersky
20. Seymour Lipset
21. John Coleman
22. Dan Shapiro
23. Bill Berman
24. Mark Lainer
25. Bennett Yanowitz
26. Norman Lipoff (Miami)
27. Julia Keshitzky (Toronto)
28. Arthur Green
29. Norman Lamm
30. Alfred Gottschalk
31. Ismar Schersch

Council Steering Committee  
November 28, 1990

Page 3

Other possibilities include:

1. A Representative of the Jim Joseph Foundation
2. The heads of the four seminaries, the denominations, and Torah Umesorah
3. Professionals

Assignment

VFL will ask Fox, Rotman, Schiff and Woocher who might represent the denominations and professional educators. VFL will prepare a grid indicating the age, sex, geographic location and affiliation of potential board members. VFL will also ask Alvin Schiff who the equivalent is to Norman Lamm in Torah Umesorah.

Assignment

SMH will call his contacts in Atlanta and San Francisco for suggestions of people to serve on the board.

Our goal is to appoint as many board members as possible by the end of December.

#### C. Senior Policy Advisors

The proposed list of senior policy advisors includes the following:

1. Marty Kassar
2. Art Rotman
3. Jon Womatter
4. Witz Greenberg
5. Steve Solender
6. Alvin Schiff
7. Sara Lee
8. Josh Elkin
9. Dan Rederick
10. Barry Strage
11. Robert Abramson
12. UAH representative
13. Orthodox representative
14. Reconstructionist representative
15. Elliot Spack
16. Torah Umesorah representative
17. Jack Bieler
- \*18. Richard Joel
19. Bernie Reisman
20. David Rubin

Who is the  
Leader?  
What will  
happen?  
Should we be  
out?

Assignment

- \* SMH will consult with a college-age expert to advise us on Hillel. SMH will aim to recruit senior policy advisors by December 20.

The function and purpose for the senior policy advisors and first steps for the board as laid out in VFL's memo of November 5, 1990 (attached) were approved.



MEMO TO: Stephen H. Hoffman, David P. Kleinman  
 FROM: Virginia F. Levi  
 DATE: November 5, 1990  
 SUBJECT: Meeting of November 2, 1989 to discuss CIJE  
 COPY TO: Morton L. Mandel, Harry L. Zucker

Following is a summary of our discussion of steps necessary to launch the CIJE.

I. Council - Technical Arrangements

DPK was assigned to do the following:

- A. Visit CUF to look at space set aside for CIJE, to include three offices plus space for a secretary. He will determine when it is to be available and discuss financial details.
- B. Talk with Jon Wooner about plans to hire a secretary who might be shared by the Crown/JESNA project and CIJE.
- C. Talk with someone at CUF about the handling of day-to-day operations and budget matters.
- D. Find models that might be used for the drafting of governance documents.

II. CIJE Board

A. Structure

1. Chair - MLM
2. Honorary Chair - Max Fisher
3. Four Vice Chairs
  - a. Charles Goodman - CUF
  - b. Lester Pollack - JCCA
  - c. Neil Greenbaum - JESNA
  - d. Open - Possibilities include:
    - i. Charles Bronfman
    - ii. Lester Crown
    - iii. Matthew Maryles
    - iv. Bennett Yanowitz
    - v. Isadore Twersky
    - vi. Esther Leah Ritz

### B. Potential Board Members:

Following is a list of potential board members, to include representatives of ten foundations in addition to MAF, representatives of the three partner agencies, academics, community, etc.

1. Charles Bronfman
2. ~~Joseph~~ Crown
3. Morton Mandel
4. Florence Melton
5. David Hirschhorn
6. Rachel Cowan
7. Eli Evans
8. Mona Ackerman
9. Steve Dobbs
10. Richard Scheuer
11. Max Fisher
12. Robert Arnow
13. Bennett Yanowitz/Neil Greenbaum = JESNA
14. Bill Berman/Charles Goodman = CJF
15. Lester Pollack - JCCA
16. Matthew Maryles
17. Irwin Field
18. Esther Leah Ritz
19. Isadore Twersky
20. Seymour Lipset
21. John Colman
22. Dan Shapiro
23. Bill Berman ((?))
24. Mark Lainer

Other possibilities include:

1. An Orthodox foundation - (Jim Joseph?)
2. Representatives of the denominations - (SHH to discuss with SF)
3. Professionals

In addition, we may wish to find representatives from the South/Southeast and San Francisco.

This proposed list will be reviewed with CUF, JCCA and JESNA following further refinement.

### III. Senior Policy Advisors

A. The proposed list of senior policy advisors includes the following:

1. Manty Kraar
2. Art Roeman
3. Jon Upocher

4. Yitz Greenberg
5. Steve Solender
6. Alvin Schiff
7. Sara Lee
8. Josh Elkin
9. Dan Radarsky
10. Barry Shrage
11. Robert Abramson
12. UAHG representative
13. Orthodox representative
14. Reconstructionist representative
15. Elliot Spink
16. Torah Umesorah representative
17. Jack Bileler
18. Richard Joel
19. Bernice Reisman

The group will also include the three CIJE professional staff people..

#### B. Function

This group will serve as advisors to CIJE staff. It will be chaired by the chief education or chief professional officer..

#### G. Purpose

1. Think through programmatic initiatives.
2. Provide contacts ~~to~~ other professional community members on specific projects and within areas of expertise.
3. Lay the groundwork for lead communities; help manage the lead community process.

The policy advisors may be organized in subcommittees by expertise or interest area. SHH will consult with Seymour Fox and Sara Lee about a representative from the Reform movement and with Seymour Fox and Alvin Schiff about a representative from the Orthodox/Yeshiva movement.

#### IV. First Steps

- A. Schedule meetings for the CIJE board in 1991 for January/February, June, and October/November, in New York.
- B. Issues to cover at the first meeting
  1. Approve budget
  2. Adopt mission statement

Page 4

3. Prioritize Commission recommendations for CIE action
  4. Launch lead community process
  5. Hire staff
  6. Review technical contracts.
- C. Timetable
1. Establish lead community criteria by June meeting
  2. Identify potential lead communities by fall meeting for announcement thereafter
  3. New chief professional officer identified and committed by fall meeting
  4. Establish research agenda by December 1991



PREMIER INDUSTRIAL CORPORATION

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

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

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETION OR REMOVAL DATE
1.	Invite Rabbi Twersky to prepare an open piece.		SF	10/30/90	TBD	
2.	Meet with Alvin Schiff and Ackerman or Had.		SF	8/7/90	TBD	







PREMIER CORPORATION

SEE MANAGEMENT MANUAL PART NO. 1  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

7/20/90 (S. 10/90) 0000000000

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETION OR REMOVAL DATE
	<b><u>IMMEDIATE ACTION</u></b>					
1.	Write a letter to Lester Grown confirming agreement to provide support for CIJE for three years..		SHH	11/28/90	12/7/90	
2.	Proceed with arrangements to engage Shulamith Elster as chief education officer..		SHH	11/28/90	12/15/90	
3.	Ask Alvin Schiff or Jon Woocher to follow up with Ari Goldman of the New York Times about an article..		SHH	11/28/90	12/15/90	
4.	Call individuals in San Francisco for suggestions of people to serve on the CIJE board..		CWW	11/28/90	12/15/90	
5.	Consult with a college-age expert to advise us on Hillel..		SHH	11/28/90	12/20/90	
6.	Try to get the Jim Joseph Foundation to commit support for CIJE for a second year..		SHH	11/28/90	12/20/90	
7.	Ask Mike Cole to review and simplify Federation bylaws for CIJE use..		SHH	11/28/90	12/31/90	
	<b><u>AS TIME PERMITS</u></b>					
8.	Work with SF to identify representatives of denominations to invite to serve as Council policy advisors..		SHH	8/22/90	12/15/90	
9.	Work with MLM and HLZ to identify a fourth Council vice chair..		SHH	10/30/90	12/15/90	
10.	Follow up with Cummings Foundation..		SHH	8/7/90	12/31/90	
11.	Talk with Eli Evans about Revson Foundation funding..		SHH	8/7/90	12/31/90	
12.	Follow up with Wilbur Daniels regarding Scheuer Foundation support for Council..		SHH	8/7/90	12/31/90	



PREMIER INDUSTRIAL CORPORATION

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

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SEE MANAGEMENT MANUAL, PAGES 10, 11, 12  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DATE	COMPLETE OR REMOVE DATE
13.	With HLZ, follow up with David Arnow to schedule a meeting with Arnow-Weiler families.		SHH	8/7/90	12/31/90	
14.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representatives.		SHH	8/22/90	12/31/90	
15.	Recruit a chief professional officer.		SHH	8/7/90	9/1/99	
16.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	TBD	
17.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	



PREMIER INTERNATIONAL FOUNDATION

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

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 FOR GUIDELINES ON THE COMPLETION  
 OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEINMAN ASSIGNMENTS

ORIGINATOR VFL DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLET OR REMOV DATE
1.	Contact UJA to get a complete list of people to whom the media alert was sent.		DPK	10/30/90	12/5/90	
2.	Follow up with Jerry Strober about media in the home towns of commissioners.		DPK	11/28/90	12/7/90	
3.	Call Woocher and Rotman for suggested final report mailing lists.		DPK	10/30/90	12/8/90	
4.	Work with staff at CJF to set up an office.		DPK	11/28/90	12/15/90	





FORM NO. 100-100-100-100-100-100

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

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR

VFL

DATE

11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVED DATE
1.	Call Jon Woocher about the affiliation of Corky Goodman, Lester Pollack and Neil Greenbaum.		VFL	11/28/90	12/5/90	
2.	Ask Fox, Rotman, Schiff and Woocher who might represent denominations and professional educators on GJE board. Prepare a grid of potential board members. Ask Schiff who is equivalent to Lamm in Torah Umesorah.		VFL	11/28/90	12/7/90	
3.	Add a section to Council Steering Committee book with a page on each potential lead community.		VFL	11/28/90	12/7/90	
4.	Write to seminary heads and offer reports to them for distribution.		VFL	10/30/90	12/7/90	
5.	Work with SHH to design and print Council letterhead.		VFL	10/30/90	12/15/90	
6.	Assemble list and draft thank you letters to persons who participated in the Commission effort.		VFL	11/28/90	12/15/90	
7.	Consult with Norm Friedman on arrangements for hardcover binding of a small number of reports.		VFL	11/28/90	1/25/90	
8.	Maintain a running log of distribution of books and submit a quarterly report to the Steering Committee.		VFL	11/28/90	ongoing	

NOV 30 '90 16:22 PREMIER CORP. ADMIN.

FILE

PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL PAGE NO. 115  
FOR DIRECTIONS ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SF, meet with Ismar Schorsch to discuss ways to support personnel development.		HLZ	8/22/90	TBD	
2	Consider and respond to Gottschalk proposal for a research center for Jewish education at HUC.		HLZ	9/11/90	TBD	



PREMIER INTERNATIONAL CORPORATION  
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DATE: 11/30 TIME: \_\_\_\_\_NUMBER OF  
PAGES SENT: 1TO: FAX NO. (011) 9722 - 69951Name ARLETTE HOFFSTADT  
SEYMOUR FOX

Company \_\_\_\_\_

Street Address HERZLIA

City

State

Zip

Country

FROM: FAX NO. ( ) 361 - 9462Name VIRGINIA ARVICompany PREMIL&

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

MINUTES: COUNCIL STEERING COMMITTEE

DATE OF MEETING: November 28, 1990

DATE MINUTES ISSUED: November 30, 1990

PRESENT: Stephen H. Hoffman, David P. Kleinman, Morton L. Mandel,  
Virginia F. Levi (Sec'y)

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

.....

I. The minutes and assignments of October 30 were reviewed.

III. Public Relations Update

Assignment Jerry Strober will follow up with the media in the home towns of commissioners. DEK will follow up with Strober.

Both UJA and JCCA clipping services are tracking articles on the Commission for us.

Assignment SAM is in conversation with Ari Goldman of the New York Times about an article. He will ask Alvin Schiff or Jan Wooker to follow up with Goldman.

Assignment VFL will assemble a list of commissioners, senior policy advisors, and others to receive a semi-personalized letter of thanks for participation in the Commission effort. These are to be sent in December.

Assignment VFL will work on arrangements for hardcover binding of a small number of reports (75-100) with a personalized acknowledgment to be pasted in the front cover. She will consult with Norm Friedman on this. We will aim for distribution of the books in January.

III. Distribution of Reports

A list of people to receive complimentary copies of the report is being finalized. The report has already been sent to commissioners and others who were invited, but unable to attend the November 8 meeting. In addition, we are responding to orders for the book, selling them for \$6.00 per copy plus shipping.

Assignment VFL will maintain a running log of distribution and will submit a quarterly report to the Steering Committee.

IV. Administrative Process

A.. Technical Arrangements

Assignment DPK is working with staff at CJF to set up an office.. He will explore with Jon Woocher the possibility of sharing a secretary with the Cioom/JESNA project.. He will also talk with Harold Adler at CJF about handling day to day operations and budget matters..

Assignment SHH will ask Mike Cole to review and simplify Federation bylaws for CIJE use.. CIJE will not incorporate, but will function as a committee of CJF..

B.. CIJE Board

Assignment MLM will ask Corky Goodman, Lester Pollack and Neil Greenbaum to serve as vice chairs of the board." VFL will call Jon Woocher about the affiliation of the three and, assuming none is Orthodox, MLM will invite Matthew Maryles to be the fourth vice chair..

Following is a list of potential board members::

1. Charles Bronfman
2. Lester Crown
3. Morton Mandel
4. Florence Melton
5. David Hirschhorn
6. Rachel Cowan \* if foundation agrees to support CIJE
7. Eli Evans
8. Mona Ackerman - if foundation agrees to support CIJE
9. Steve Dobbs - if foundation agrees to support CIJE
10. Richard Scheuer \* if foundation agrees to support CIJE
11. Max Fisher
12. Robert Arnow
13. Neil Greenbaum - JESNA
14. Charles Goodman - CJF
15. Lester Pollack - JCCA
16. Matthew Maryles
17. Irwin Field
18. Esther Leah Ritz
19. Isadore Twersky
20. Seymour Lipset
21. John Colman
22. Dan Shapiro
23. Bill Berman
24. Mark Lainer
25. Bennett Yanowitz
26. Norman Lipoff (Miami)
27. Julia Koschitzky (Toronto)
28. Arthur Green
29. Norman Lamm
30. Alfred Gottschalk
31. Ismar Schorsch

4. Yitz Greenberg
5. Steve Solender
6. Alvin Schiff
7. Sara Lee
8. Josh Elkin
9. Dan Pekarsky
10. Barry Shrage
11. Robert Abramson
12. UAHC representative
13. Orthodox representative
14. Reconstructionist representative
15. Eliot Spack
16. Torah Umesorah representative
17. Jack Bieler
18. Richard Joel
19. Bernie Reisman

The group will also include the three GIJE professional staff people..

B. Function

This group will serve as advisors to GIJE staff. It will be chaired by the chief education or chief professional officer..

C. Purpose

1. Think through programmatic initiatives..
2. Provide contacts to other professional community members on specific projects and within areas of expertise..
3. Lay the groundwork for lead communities; help manage the lead community process..

The policy advisors may be organized in subcommittees by expertise or interest area. SHH will consult with Seymour Fox and Sara Lee about a representative from the Reform movement and with Seymour Fox and Alvin Schiff about a representative from the Orthodox/Yeshiva movement.

IV. First Steps

- A. Schedule meetings for the GIJE board in 1991 for January/February, June, and October/November, in New York.
- B. Issues to cover at the first meeting
  1. Approve budget
  2. Adopt mission statement

3. Prioritize Commission recommendations for CIJE action
4. Launch lead community process
5. Hire staff
6. Review technical contracts..

**C, Timetable**

1. Establish lead community criteria by June meeting
2. Identify potential lead communities by fall meeting for announcement thereafter
3. New chief professional officer identified and committed by fall meeting
4. Establish research agenda by December 1991



MEMO TO: Stephen H. Hoffman, David P. Kleinman  
FROM: Virginia F. Levi  
DATE: November 3, 1990  
SUBJECT: Meeting of November 2, 1990 to discuss CIJE  
COPY TO: Morton L. Mandel, Henry L. Zucker

-----

Following is a summary of our discussion of steps necessary to launch the CIJE.

## II. Council - Technical Arrangements

DPK was assigned to do the following:

- A. Visit CJF to look at space set aside for CIJE, to include three offices plus space for a secretary. He will determine when it is to be available and discuss financial details.
- B. Talk with Jon Woodner about plans to hire a secretary who might be shared by the Crown/JESNA project and CIJE.
- C. Talk with someone at CJF about the handling of day-to-day operations and budget matters.
- D. Find models that might be used for the drafting of governance documents.

## III. CIJE Board

### A. Structure

- 1. Chair - MLM
- 2. Honorary Chair - Max Fisher
- 3. Four Vice Chairs
  - a. Charles Goodman \* CJF
  - b. Lester Pollack ■ JCCA
  - c. Neil Greenbaum - JESNA
  - d. Open - Possibilities include:
    - i. Charles Bronfman
    - ii. Lester Crown
    - iii. Matthew Maryles
    - iv. Bennett Yanowitz
    - v. Isadore Twersky
    - vi. Esther Leah Ritz



## B.. Potential Board Members

Following is a list of potential board members, to include representatives of ten foundations in addition to MAF, representatives of the three partner agencies, academics, community,, etc..

1. Charles Bronfman
2. Lester Crown
3. Morton Mandel
4. Florence Meliton
5. David Hirschhorn
6. Rachel Cowan
7. Eli Evans
8. Mona Ackerman
9. Steve Dobbs
10. Richard Scheuer
11. Max Fisher
12. Robert Arrow
13. Bennett Yanowitz/Neil Greenbaum - JESNA
14. Bill Berman/Charles Goodman ■ CJF
15. Lester Pollack - JCCA
16. Matthew Maryles
17. Irwin Field
18. Esther Leah Ritz
19. Isadore Twersky
20. Seymour Lipsitz
21. John Colman
22. Dan Shapiro
23. Bill Berman (?)
24. Mark Lainer

Other possibilities include:

1. An Orthodox foundation ■ (Jim Joseph?)
2. Representatives of the denominations - (SHH to discuss with SF)
3. Professionals

In addition, we may wish to find representatives from the South/Southeast and San Francisco.

This proposed list will be reviewed with CJF, JCCA and JESNA following further refinement.

## III. Senior Policy Advisors

A. The proposed list of senior policy advisors includes the following:

1. Marty Kraar
2. Art Rotman
3. Jon Woodner

Other possibilities include:

1. A representative of the Jim Joseph Foundation
2. The heads of the four seminaries, the denominations, and Torah Umesorah
3. Professionals

Assignment

VFL will ask Fox, Rotman, Schiff and Woocher who might represent the denominations and professional educators. VFL will prepare a grid indicating the age, sex, geographic location and affiliation of potential board members. VFL will also ask Alvin Schiff who the equivalent is to Norman Lamm in Torah Umesorah.

Assignment

SHH will call his contacts in Atlanta and San Francisco for suggestions of people to serve on the board.

Our goal is to appoint as many board members as possible by the end of December.

C.. Senior Policy Advisors

The proposed list of senior policy advisors includes the following:

1. Marty Kraar
2. Art Rotman
3. Jon Woocher
4. Yitz Greenberg
5. Steve Solender
6. Alvin Schiff
7. Sara Lee
8. Josh Elkin
9. Dan Pekarsky
10. Barry Shrage
11. Robert Abramson
12. UAHC representative
13. Orthodox representative
14. Reconstructionist representative
15. Eliot Spack
16. Torah Umesorah representative
17. Jack Bieler
- \*18. Richard Joel
19. Bernie Reisman
20. David Dubin

Assignment

- \* SHH will consult with a college-age expert to advise us on Hillel. SHH will aim to recruit senior policy advisors by December 20.

The function and purpose for the senior policy advisors and first steps for the board as laid out in VFL's memo of November 5, 1990 (attached) were approved.



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

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<b>FUNCTION</b>	COUNCIL STEERING COMMITTEE
-----------------	----------------------------

SUBJECT/OBJECTIVE	FOX ASSIGNMENTS
1. Identify the major components of a business plan.	1. Write a business plan for a new business.
2. Understand the importance of market research.	2. Conduct market research for a new product.
3. Develop a marketing strategy.	3. Develop a marketing strategy for a new business.
4. Understand the importance of financial planning.	4. Prepare a financial plan for a new business.
5. Develop a sales strategy.	5. Develop a sales strategy for a new business.
6. Understand the importance of customer service.	6. Develop a customer service strategy for a new business.
7. Develop a human resources strategy.	7. Develop a human resources strategy for a new business.
8. Understand the importance of legal compliance.	8. Develop a legal compliance strategy for a new business.
9. Develop a technology strategy.	9. Develop a technology strategy for a new business.
10. Understand the importance of risk management.	10. Develop a risk management strategy for a new business.

ORIGINATOR            VFL                          DATE     11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Invite Rabbi Twersky Co prepare an an op ed piece..		SF	10/30/90	TBD	
2.	Meet with Alvin Schiff and Ackerman or Hat..		SF	8/7/90	TBD	

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

FORM 100-1, 11/80/100-100-005

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE

11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
	<u>IMMEDIATE ACTION</u>					
1.	Write a letter to Lester Crown confirming agreement to provide support for CIJE for three years..		SHH	11/28/90	12/7/90	
2.	Proceed with arrangements to engage Shulamith Elster as chief education officer.		SHH	11/28/90	12/15/90	
3.	Ask Alvin Schiff or Jon Woocher to follow up with Ari Goldman of the <u>New York Times</u> about an article..		SHH	11/28/90	12/15/90	
4.	Call <del>QUALIA</del> all Atlanta and Octa Francisco for suggestions of people to serve on the CIJE board.		SHH	11/28/90	12/15/90	
5.	Consult with a college-age expert to advise us on Hillel.		SHH	11/28/90	12/20/90	
6.	Try to get the Jim Joseph Foundation to commit support for CIJE for a second year.		SHH	11/28/90	12/20/90	
7.	Ask Mike Cole to review and simplify Federation bylaws for CIJE use.		SHH	11/28/90	12/31/90	
	<u>AS TIME PERMITS</u>					
8.	Work with SF to identify representatives of denominations to invite to serve as Council policy advisors..		SHH	8/22/90	12/15/90	
9.	Work with MLM and HLZ to identify a fourth Council vice chair.		SHH	10/30/90	12/15/90	
10.	Follow up with Cummings Foundation.		SHH	8/7/90	12/31/90	
11.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	12/31/90	
12.	Follow up with Wilbur Daniels regarding Scheuer Foundation support for Council.		SHH	8/7/90	12/31/90	

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
13.	With HLZ, follow up with David Arnow to schedule a meeting with Arnow-Weiler families.		SHH	8/7/90	12/31/90	
14.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representatives.		SHH	8/22/90	12/31/90	
15.	Recruit a chief professional officer..		SHH	8/7/90	9/1/90	
16.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	TBD	
17.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	



PREMIER (Mouqtiwai rjonnoratiof)

SEE MANAGEMENT MANUAL FOR GUIDANCE ON THE COMPLETION OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEINMAN ASSIGNMENTS

ORIGINATOR VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REOPENED DATE
1	Contact UJA to get a complete list of people to whom the media alert was sent..		DPK	10/30/90	12/5/90	
2	Follow up with Jerry Strober about media in the home towns of commissioners..		DPK	11/28/90	12/7/90	
3	Call Woochex and Rotman for suggested final report mailing lists..		DPK	10/30/90	12/8/90	
<u>U</u>	Work with staff at CJF to set up an office..		DPK	11/28/90	12/15/90	





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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR

VFL

DATE 11/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUPLICATE DATE	COMPLETED OR REMOVED DATE
1	Call Jon Woocher about the affiliation of Corky Goodman, Lester Pollack and Neil Greenbaum.		VFL	11/28/90	12/5/90	
2	Ask Fox, Rotman, Schiff and Woocher who might represent denominations and professional educators on CJE board. Prepare a grid of potential board members. Ask Schiff who is equivalent to Lamm in Torah Umesorah.		VFL	11/28/90	12/7/90	
3	Add a section to Council Steering Committee book with a page on each potential lead community.		VFL	11/28/90	12/7/90	
4	Write to seminary heads and offer reports to them for distribution.		VFL	10/30/90	12/7/90	
5	Work with SHH to design and print Council letterhead.		VFL	10/30/90	12/15/90	
6	Assemble list and draft thank you letters to persons who participated in the Commission effort.		VFL	11/28/90	12/15/90	
7	Consult with Norm Friedman on arrangements for hardcover binding of a small number of reports.		VFL	11/28/90	1/25/90	
8	Maintain a running log of distribution of books and submit a quarterly report to the Steering Committee.		VFL	11/28/90	ongoing	

AC-76

11/11/90

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PREMIER CORP. ADMIN.

PAGE 16

PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL FOR MORE INFO  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

7/8/87 (REV. 10/88) PROWED IN USE A

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR

VFL

DATE

11/30/90

DESCRIPTION

PRIORITY

ASSIGNED  
TO  
(INITIALS)

DATE  
ASSIGNED  
STARTED

DUE DATE

COMPLETED  
OR REMOVED  
DATE

With SE, meet with Ismar Schorsch to  
discuss ways to support personnel  
development..

HLZ

8/22/90

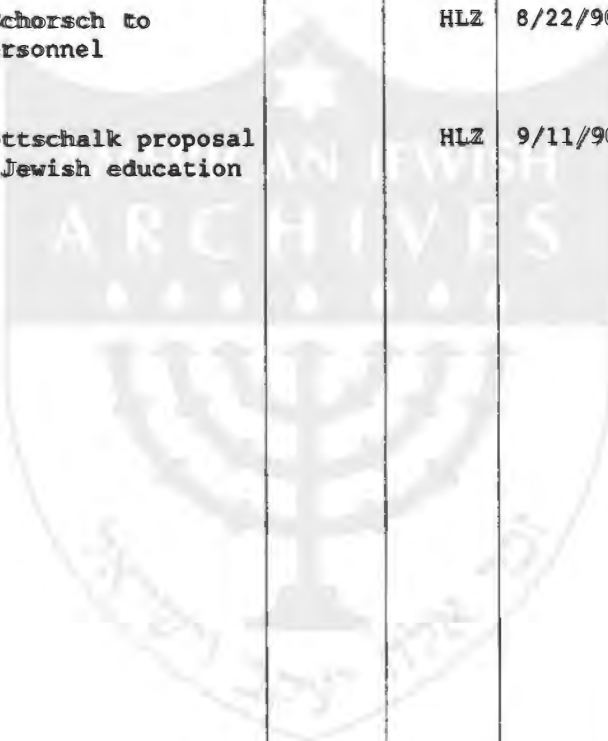
TBD

Consider and respond to Gottschalk proposal  
for a research center for Jewish education  
at HUC.

HLZ

9/11/90

TBD





PREMIER INDUSTRIAL CORPORATION  
FACSIMILE HEADER SHEET  
73138 (5/90) PRINTED IN USADATE: 12/19 TIME: \_\_\_\_\_  
NUMBER OF PAGES SENT: 12

TO: FAX NO. (011) <u>9722-699951</u> SEYMOUR FOX Name <u>ANNETTE HOGSTEIN</u> Company _____ Street Address _____ City _____ State _____ Zip _____ Country _____	FROM: FAX NO. (214) <u>361-9962</u> Name <u>EMMY LEE</u> Company _____ Tele. No. ( ) _____ Ext. _____
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------

Seymour + Annette -  
Attached are minutes + assignments from  
CITE Steering Committee plus a copy of the  
letter to Elul. Seymour, please note your  
3 assignments re Board appointments.

I hope all is well there.

Giving

MINUTES.

MINUTE: SEPTEMBER MINUTES

OFFICE OF DIRECTOR

by OVERSIGHT x v v, A 1 2 2 0

DATE MINUTES ISSUED: December 17, 1990

PRESENT:

Stephen H. Hoffman, Morton L. Mandel,  
Henry L. Zucker, Virginia F. Levi (Sec'y)

COPY TO:

Seymour Fox, Annette Hochstein

.....

I. The minutes and assignments of November 28 were reviewed.

It was noted that we need a system for control and oversight of the MAF funds being devoted to raising the quality of personnel for Jewish education. This includes a planning process, a statement of purpose, and a means for working in partnership with others to achieve our goal of preparing an elite within the field. This may require the establishment of a new steering committee and the identification of a staff person to focus on training programs.

Assignment

It was suggested that a simple accounting process be set up to control expenditures on behalf of CIJE. SHH will discuss this with Barry Reis.

II. Update on Board and Senior Policy Advisor Appointments

Assignment

SHH, HLZ, and VFL will develop assignments and a timetable for inviting people to serve on the board. To the list of potential board members, we will add William Shatten of Atlanta and Bennett Aaron or Miriam Schneirov of Philadelphia.

Mark Lainer has indicated an interest in serving on the board. He is working with his family on the possibility of funding, but is not encouraging at this point.

We will add Rabbi Fishman to the list of potential senior policy advisors.

III. Update on Funding

A. SHH has scheduled a phone call with the Jim Joseph Foundation to discuss support for two years.

B. Crown support has not yet been resolved.



PREMIER INDUSTRIAL CORPORATION

SEE INSTRUCTIONS FOR PROPER USE OF THIS FORM FOR A FURTHER EXPLANATION

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

FORM (REV. 10/89) PRINTED IN U.S.A.

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR VFL DATE 12/14/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Invite Rabbi Twersky to prepare an am op ed piece..		SF	10/30/90	TBD	
2..	Meet with Alvin Schiff and Ackerman or Huatt..		SF	8/7/90	TBD	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8-5  
FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE 12/14/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
	<u>IMMEDIATE ACTION</u>					
1.	Ask Alvin Schiff or Jon Woocher to follow up with Ari Goldman of the <u>New York Times</u> about an article.		SHH	11/28/90	12/20/90	
2.	Call contacts in San Francisco for suggestion of person to serve on the CIJE board.		SHH	11/28/90	12/20/90	
3.	Consult with a college-age expert to advise us on Hillel.		SHH	11/28/90	12/20/90	
4.	Try to get the Jim Joseph Foundation to commit support for CIJE for a second year.		SHH	11/28/90	12/20/90	
5.	Reply to Stuart Eizenstat's letter.		SHH	12/14/90	12/21/90	
6.	Call Rabbi Fishman about his request for funding.		SHH	12/14/90	12/21/90	
7.	Prepare an invitation to prospective Council senior policy advisors.		SHH	8/22/90	12/31/90	
8.	Discuss with Barry Reis, an accounting process to control CIJE expenditures.		SHH	12/14/90	1/15/91	
	<u>AS TIME PERMITS</u>					
9.	Follow up with Cummings Foundation.		SHH	8/7/90	12/31/90	
10.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	12/31/90	



PREMIER INTERNATIONAL CORPORATION

MANAGEMENT MANUAL FORM NO. 63  
FOR SUBMITTING AN ASSIGNMENT  
OF THE FORM NO. 63 FUNCTIONAL SCHEDULE

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VFL DATE 12/14/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
11.	Explore informally with Jarry Strober the possibility of paying him a modest stipend for his work for the CIJE.		SHH	12/14/90	2/28/91	
12.	Recruit a chief professional officer..		SHH	8/7/90	9/1/91	
13.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	TBD	
14.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	TBD	
15.	Work with staff at CJF to set up an office..		SHH	11/28/90	TBD	



PREMIER INDUSTRIAL CORPORATION

 SEE MANAGEMENT MANUAL, PAGES 11.5  
 FOR SCHEDULING AND THE COMPLETION  
 OF THIS FORM AND A FUNCTIONAL SCHEDULE

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

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FUNCTION	COUNCIL STEERING COMMITTEE		
SUBJECT/OBJECTIVE	LEVI ASSIGNMENTS		
ORIGINATOR	VFL	DATE	12/14/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH and HLZ, develop assignments and a timetable for inviting people to serve on the CIJE board.		VFL	12/14/90	12/17/90	
2.	Ask Fox and Rotman who might represent denominations and professional educators on CIJE board.		VFL	11/28/90	12/20/90	
3.	Contact UJA to get a complete list of people to whom the media alert was sent.		VFL	10/30/90	12/20/90	
4.	Follow up with Jerry Strober about media in the home towns of commissioners.		VFL	11/28/90	12/20/90	
5.	Work with SHH to design and print Council letterhead.		VFL	10/30/90	12/31/90	
6.	Ask University Press staff about their plans for publicizing the final report.		VFL	12/14/90	12/31/90	
7.	Consult with Norm Friedman on arrangements for hardcover binding of a small number of reports.		VFL	11/28/90	1/23/90	

**Meeting with Steve Hoffmann**

**August 13,, 1990**

**1) The Council for Initiatives in Jewish Education ((see separate agenda))**

**2) Cleveland**

**--Sally Klein-Katz ((summer))**

**--hishtalmuyot**

**--Pekarsky**

**--Getting started**

**3) Bronfman**

**--Bronfman's letter**

**--Prepare for Bronfman meeting in Canada**



# Steve Hoffman Documents:

- 1) Notes on Council
- 2) Agenda
- 3) Working document from Steve for Council
- 4) FAX from SF and AH to Steve in response to Council  
working document
- 5) Summary of "passing the baton" meeting in NY, June 1990
- 6) Steve's FAX regarding SF and AH's reply to working  
document
- 7) Mechanism for Initiatives in Jewish Education
- 8) Facilitating mechanism

Meeting with Steve Hoffmann,, MLM,, Hank Zucker

August 14, 1990

- 1) Track 1
- 2) Track 2
- 3) Jack Bieler--Nechama Leibowitz
- 4) Cleveland as Lead Community
- 5) Implementation
- 6) Timeline
- 7) Mechanism
- 8) Commission report
- 9) Nov. 8
  - PR
  - nature of party
  - check attendance ((Crown,, Bronfman,, Hirschhorn))
- 10) How to handle Foundations
- 11) Corson and MAF gift
- 12) What will MAF gift go for?
- 13) Oren and Kibbutzim

**THE COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**  
**MEETING WITH STEPHEN H. HOFFMAN AND SEYMOUR FOX**

1. ~~The purpose of the meeting is to discuss:~~
- a. ~~The work of the Council;~~  
    ((see attached list of elements discussed in June with MLM  
    and HLZ & the beginnings of a time-line))  
    Governance  
    Force management  
    Implementing the plan  
        Planning process for the various elements  
        Who plans  
        Strategic planning
- b. Immediate steps  
    Staff  
    Funding  
    Lead Communities  
    The Fellows  
    Developing selected training programs  
    Some foundations;
- c. The Council and the Institute: our role

## Planning for the Council for Initiatives in Jewish Education

{cife.doc}

- 1) Board of Directors (18-200 members)
- 2) Staff (including a Chief Education Officer)
- 3) Senior Policy Advisors (10-12 people, for community organization and strategizing)
- 4) "Fellows" (educational advisory group)
- 5) A lay Council
- 6) Funding (to be dealt with by MIM, HIZ, SF)
- 7) A permanent director (a federation-type professional, e.g. SHH)
- 8) Communications and PR (e.g. newsletter)
- 9) Lead Communities
- 10) Building the Profession
- 11) The Community
- 12) Programmatic Areas
- 13) Foundations and Their Impact
- 14) Research

**The Commission on Jewish Education in North America**  
**Time Line, Planning and M.O. -- April 1 to December 31, 1990**

The tasks ahead can be viewed under two headings:

1. The Commission report and completion of the Commission's work (by June 1990);
2. Implementation of the report.

This paper outlines the tasks for item 2, implementation of the report.

WHAT

WHO

WHEN

**A. The IJE (see paper, February 14)**

1. Governance
2. Structure
3. Setting Up, Staffing
  - a. Research, planning
  - b. Lead communities
  - c. Funding facilitation
  - d. Monitoring, evaluation & feedback
  - e. Diffusion of innovation
  - f. Outreach

**B. Implementing the Action Plan & Recommendations**

1. Immediate steps, for early results and for maintaining the momentum

E.g. Developing selected training programs

Other

2. Community/financing

- a. Encourage local commissions
- b. Recruit local leadership

//

WHAT

WHO

WHEN

- c. Federation funding for Jewish education
  - d. Encourage private foundations and families
  - e. Funding for the IJE & lead communities
  - f. Select lead communities
3. Build the Profession
- a. Plan expansion of training
  - b. Develop faculty for training
  - c. Create and expand special training programs
  - d. Improve quality of training
  - e. Create professional leadership programs
  - f. Provide student fellowships
  - g. Develop in-service training programs
  - h. Bring about recruitment plan
  - i. Undertake survey of candidates
  - j. Etc.
  - x. Develop standards for salaries & benefits
  - y. Develop ladder of advancement
  - z. Encourage networking
4. Lead Communities
- a. Determine which concept or scope of lead community
  - b. Develop criteria for selection
  - c. Develop selection process
  - d. Select lead communities

e. Community interface:

determine principles: e.g. ownership; quality;  
participation; pluralism; etc..

local planning unit

local funding

f. etc...



## COUNCIL ON INITIATIVES IN JEWISH EDUCATION

### 1. Mission

The CIJE has six basic roles to fulfill -- advocacy on behalf of Jewish education; initiating action on the specific recommendations on personnel and community development, called for by the Commission on Jewish Education in North America; forging new connections among communities, institutions and foundations; establishing and acting on a new research agenda; helping to facilitate synergism within the emerging foundation community; and energizing new financial and human resources for Jewish education..

#### A.. Advocacy

The best lay and professional leadership of the Jewish community need to be attracted to the cause of Jewish education.. Visions of what should and can be achieved in the 21st century need to be repeatedly placed before our communities' leadership and the wherewithal to do so obtained.. The CIJE can provide a unique blend of individual and institutional advocacy in North America..

#### B.. Initiatives

Several specific recommendations are being promoted by the Commission on Jewish Education in North America.. These include the need to radically strengthen personnel in the field and deepen local community leadership's commitment to Jewish education.. Through comprehensive planning programs and experimental initiatives in designated lead communities, CIJE will bring together continental institutions and other experts to yield breakthroughs in Jewish education development at the local level..

#### C.. Connections

Creative people, institutions, organizations and foundations are all acting on new ideas in Jewish education.. The CIJE seeks to provide a meeting place that will bring together:

- Funders and those with proposals for action;
- Proven ideas developed through foundation initiatives and communities eager to know what works;

- institutions that are developing new approaches and the personnel and resources to make breakthroughs possible.

The CIJE will be a setting where funders can share accomplishments and possibly agree to join together in supporting new undertakings of large magnitude.

#### D. Research

While there are many people engaged in Jewish education research, there still appears to be no coordinated, systematic analysis of what works in Jewish education. Research interests have been understandably idiosyncratic. The Commission on Jewish Education in North America found gaping holes in what we can say we know with real confidence, rather than relying on conventional wisdom. / A comprehensive, multi-year research agenda needs to be outlined by the best thinkers on the continent/, assigned to the most promising talent/, supported/, and the findings critically examined and disseminated..

#### E. Synergism

One of the most exciting new developments in Jewish education -- one that holds great promise for the field -- is the serious entry of strong private foundations into Jewish life in general and Jewish education in particular. This is an unprecedented development. The foundations are deploying creative staffs and developing recognizable signatures of their interests and accomplishments. Recruitment, day schools, media, training high potential professionals, identifying master teachers and programs, and Israel experiences are just a few of the interests being pursued. The richness of foundation endeavors is a real blessing. Through the synergy of coming together at the CIJE, foundations could efficiently diffuse their best innovations throughout the lead communities and should they desire it even help each other advance their agendas by consulting with each other, exchanging professional resources, avoiding recreating notions, etc.

#### F. Energize

Through the work of the Commission on Jewish Education in North America and the work of other entities, a new

for Jewish education has begun to be identified.. Generally these are people who are experts in general education who have an interest in Jewish affairs.. Also,, academicians with expertise in Judaica,, the humanities,, and social sciences want to contribute.. CIJE will seek to identify these people and provide them with effective avenues to use their talents on behalf of the Jewish people,, much the way we now benefit from many of the best lay leaders in the business community and other professions.

Further CIJE will attempt to generate new financial resources within local communities in partnership with existing resources and on a continental basis to back the ideas that are proven to work in Jewish education.

CIJE hopes to energize new professional and financial resources to add to the gifted people already at work.. Ultimately local federations,, school supporters,, congregations,, and consumers will need to commit more resources to accomplish the Jewish education agenda for the next century.. This will not be an easy thing to achieve.. It is hoped that CIJE will be able to facilitate foundations interested in providing a quick start to the development of new innovative efforts and then provide some longer term support.

## II. Method of Operation

The CIJE will not be a big new comprehensive direct service provider.. It isn't seeking to displace any existing institution or organization.. Rather,, CIJE expects to operate with a very small core staff -- no more than 3 or 4 professionals -- and work through the efforts of others -- JESNA,, JCCA,, CJF,, Yeshiva University,, JTS,, HUC-JIR,, Reconstructionist College,, Torah U Mesorah,, denominational departments of education,, Brandeis,, Stanford,, Harvard,, Spertus,, Boston Hebrew College,, educator organizations,, etc.. This list could go on and on! The need is not for a new service delivery mechanism but for a catalytic agent -- one that can convene meetings of peer organizations on the national scene,, including denominational institutions and departments,, communal agencies,, foundations,, and the like.

No existing organization plays this role today in Jewish education.. CIJE,, building upon the already successful engagement of these entities through the Commission on Jewish Education in North America,, can play this role.. The identity of all partners would be preserved and their missions enhanced.. The rich diversity of foundation interests would be infused into the consciousness of the established community..

### III. Structure

A simple structure to govern the CIJE is envisioned..

#### A. Board

Approximately 20 to 30 people will govern the CIJE.. They will be drawn from among the leaders of the foundation community,, continental lay leaders,, outstanding Jewish educators,, and leading Jewish academicians..

#### B. Senior Policy Advisors

A group of 10 to 12 senior policy advisors will provide ongoing professional guidance to the professional staff and board of the CIJE.. They will be drawn from the ranks of the continental organizations and institutions and outstanding individual professionals..

#### C. CIJE Fellows

Beyond the Senior Policy Advisors group, the CIJE intends to assemble 50 or so fellows to provide intellectual,, educational content to its work.. These Fellows would be identified from among the people currently at work in Jewish education,, and leading academicians and practitioners in general education,, Judaica,, humanities,, and social sciences with a strong interest in Jewish life.. In addition to providing ongoing advice to CIJE, the Fellows should be a rich resource for consultants for lead communities,, foundation initiatives, the research agenda of CIJE, and the institutional objectives of CIJE working in concert with others..

**D. Advisory Council**

At least once a year CIJE will reconvene the members of the Commission on Jewish Education in North America, augmented with other key figures in Jewish education.. This will provide an opportunity to check on the progress of implementing the Commission's recommendations and provide fresh insight on new developments that should be on CIJE's agenda..

**E. Staff**

The staff of CIJE will consist of a chief professional officer (initially Stephen Hoffman, the Executive Vice-President of the Cleveland Federation); a chief educational officer; and a planner.. Appropriate support staff would be in place as well.. An initial budget is attached..

8/28/90

SHM:gc:Bl:39H

Att.



MINUTES: COUNCIL STEERING COMMITTEE

DATE OF MEETING: September 11, 1990

DATE MINUTES ISSUED: September 12, 1990

PRESENT: Stephen H. Hoffman, David P. Kleinman, MonlonMantMandel,  
Virginia F. Levi (Sec'y)

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

-----

Assignment I. The minutes and assignments of August 22 were reviewed. VFL will see that all notes are added to the assignment list.

SHH reported that he had spoken with Shulamith Elstar about the position of chief educational officer. He also reported having initiated discussions with Josh Elkin.

Assignment It was reported that there is an updated Action Plan which will be placed in the Steering Committee books and used with senior policy advisors and consultants on September 16. It was suggested that SHH, DPK, and VFL work together to develop a timetable for implementation to incorporate in the Action Plan.

## II. Logistics

- A. It was agreed that SF and AH need not participate in Council Steering Committee meetings by telecon, but that they should continue to receive minutes of these meetings.
- B. SHH is in contact with CJF about the possibility of serving as fiscal agent for the Council. Other options include the JCCA and the Cleveland Jewish Community Federation.

It was also reported that Marty Kraar is working on arrangements for office space at CJF and will have a letter to SHH shortly.

Assignment C. A draft of the final report was to be delivered to senior policy advisors on September 11. It is lacking an executive summary and an acknowledgment section, both still to be written. It was suggested that SF and AH draft the acknowledgment section, leaving space for reference to their contribution, which will be prepared in Cleveland.

Assignment The draft of the final report is to be discussed by senior policy advisors on September 16 and mailed to commissioners the following day. VFL will work closely with senior policy advisors to see that they meet or talk with their assigned commissioners for feedback on the report by October 1.

Council Steering Committee  
September 11, 1990

Page 2

III. Plans for September 16 Meetings

A. Commission Senior Policy Advisors (10:00 a.m. - 1:30 p.m.)

A proposed agenda was reviewed and approved. It was agreed that SF and AH should be available in Jerusalem and D. Finn at his home in New York for a phone call at 10:30 a.m. The first item of discussion will be the draft final report, which will be reviewed page by page.

B. Council Consultants (2:00 - 4:00 p.m.)

It was reported that Alvin Schiff, Josh Elkin, and Eliot Spack will participate in this meeting. Following the meeting, Spack will meet with his board to determine whether he or someone else should represent CAJE in the future. Barry Shrage is discussing with his board his possible involvement with the Council consultants.

The purpose of this meeting will be to elicit reactions to the current Action Plan.

IV. Funders

Further action with potential funders is awaiting a conversation between SHH and Corky Goodman to confirm Crown involvement. With several major funders committed, it will be possible to move forward with the second tier group.

V. Plans for November 8 Commission Meeting

- A. We will not refer to this as a celebratory event, as it has been suggested that the celebration should follow successful implementation.

Current plans call for the morning meeting to focus on the final report and plans for the Council. At the luncheon, MLM will comment on the Commission's impact on North America and the world, with particular reference to its impact on our relationship with Israel. This will be followed by the comments of Minister Hammer.

A question was raised regarding the advisability of calling upon foundation principals to comment on their plans for funding projects in Jewish education over the next five years. This is to be discussed further with senior policy advisors on September 16. The issue is what we gain if this presentation goes as we wish and what we lose if it does not.



Council Steering Committee  
September 11, 1990

Page 4

**Assignment**

A visit with Ismar Schorsch was postponed. Alfred Gottschalk has submitted a proposal for Mandel support for a research center for Jewish education at HUC to which we will respond later. VFL is to distribute the proposal to the Steering Committee.

SHH reported that he visited the Ramaz School to follow up on Haskel Lookstein's recent visit with MLM. They discussed the need for Ramaz to engage in strategic planning and for staff development to take place in Israel.

**X. Next Meeting**

The next meeting is scheduled for Wednesday, October 10 at 7:30 a.m.



PREMIER INDUSTRIAL CORPORATION

 RM MANAGEMENT MANUAL FORM NO. 13  
 FOR GUIDANCE ON THE COMPLETION  
 OF THE FORM

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

73090 (REV. 10/88) PRINTED IN U.S.A.

FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

FOX ASSIGNMENTS

ORIGINATOR

VEL

DATE

9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft with AH the acknowledgment section of the final report.		SF	9/11/90	9/17/90	
2.	Talk with assistant to President Herzog about incorporating remarks about the Commission report in GA presentation.		SF	8/22/90	10/10/90	
3.	Meet with Alvin Schiff and Ackerman or Hat.		SF	8/7/90	TBD	



JEWISH INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICIES  
FOR GUIDANCE ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR VPL DATE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send next draft of final report to Rabbi Fishman at Torah Umesorah.		SHH	8/7/90	9/12/90	
2.	Talk with Corky Goodman about Crown Foundation next steps.		SHH	8/7/90	9/24/90	
3.	Confirm Blaustein Foundation pledge in writing with David Hirschhorn.		SHH	8/7/90	9/30/90	
4.	Call Bob Hiller about Zanvyl T. Krieger Foundation funding.		SHH	8/7/90	9/30/90	
5.	Develop a calendar of contacts with prospective funders, including timing and method of approach.		SHH	8/22/90	9/30/90	
6.	Draft letter from MLM confirming Max Fisher support for Council.		SHH	8/7/90	10/10/90	
7.	Follow up with David Arnow to schedule a meeting with Arnow-Weiler families.		SHH	8/7/90	10/10/90	
8.	Follow up with Avraham HaCohen to schedule a fall meeting with Avi Chai Foundation to request funding.		SHH	8/7/90	10/10/90	
9.	Follow up with Cummings Foundation.		SHH	8/7/90	10/10/90	
10.	Talk with Eli Evans about Revson Foundation funding.		SHH	8/7/90	10/10/90	
11.	Write to Wilbur Daniels regarding Scheuer Foundation support for Council.		SHH	8/7/90	10/10/90	
12.	With MLM, approach Ludwig Jesselson about funding.		SHH	8/7/90	10/10/90	
13.	Call Stephen Dobbs to set up appointment for HLZ and SHH to meet with Korot Foundation trustees during the GA.		SHH	8/7/90	10/10/90	
14.	Ask Phyllis Cook for help to update potential funders on the Council.		SHH	8/7/90	10/10/90	



PREMIER INDUSTRIAL CORPORATION

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

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SEE MANAGEMENT MANUAL, POLICY NO. 15  
FOR GUIDANCE IN THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

HOFFMAN ASSIGNMENTS

ORIGINATOR

VFL

DATE

9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REWORKED DATE
15.	Work with SF to identify representatives of denominations to invite to serve as Council policy advisors.		SHH	8/22/90	10/10/90	
16.	Talk with Barry Shrage about his availability to serve as a Council policy advisor.		SHH	8/22/90	10/10/90	
17.	Prepare an invitation to prospective Council senior policy advisors. Consult with MLM re. denomination representatives.		SHH	8/22/90	10/10/90	
18.	With SF, meet with Ismar Schorsch to discuss ways to support personnel development.		SHH	8/22/90	10/10/90	
19.	Work with DPK and VFL to develop a timetable for implementation of the Action Plan.		SHH	9/11/90	10/10/90	
20.	Make arrangements for Council fiscal agent.		SHH	9/11/90	10/10/90	
21.	Consider inviting David Finn to serve as a member of the board.		SHH	8/22/90	10/30/90	
22.	Consider scheduling a series of meetings with the local leadership of 15-20 cities over a period of 6-9 months to present and discuss the final report.		SHH	8/22/90	10/30/90	
23.	Arrange a meeting of potential funders of Jewish education projects in San Francisco, to include Mervin Morris.		SHH	9/11/90	10/30/90	
24.	Recruit a chief professional officer.		SHH	8/7/90	12/31/90	
25.	Recruit a chief education officer.		SHH	8/7/90	12/31/90	
26.	Consider introducing to the Council the concept of "lead institutions" such as day schools or camps. The Ramaz School is an example.		SHH	8/22/90	TBD	
27.	Consider and respond to Gottschalk proposal for a research center for Jewish education at HUC.		SHH	9/11/90	TBD	



PREMIER INDUSTRIAL CORPORATION

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

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FOR GUIDANCE ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEINMAN ASSIGNMENTS

ORIGINATOR VFL DATE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop invitation list for November 8 Commission meeting.		DPK	9/11/90	9/20/90	
2.	Work with PR people to arrange a press conference and personal interviews with leading Commission members.		DPK	9/11/90	10/10/90	



PREMIER INDUSTRIAL CORPORATION

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

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 FOR GUIDELINES ON THE COMPLETION  
 OF THIS REPORT & FUNCTIONAL SCHEDULE

FUNCTION

COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE

LEVI ASSIGNMENTS

ORIGINATOR

VFL

DATE

9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Add notes to assignment list.		VFL	9/11/90	9/14/90	
2.	Distribute Gottschalk proposal to Steering Committee.		VFL	9/11/90	9/14/90	
3.	Place updated Action Plan in Steering Committee books..		VFL	9/11/90	9/16/90	
4.	Work closely with senior policy advisors to see that they talk with assigned commissioners for feedback on final report.		VFL	9/11/90	10/1/90	



PREMIER INDUSTRIAL CORPORATION

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

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FOR GUIDELINES ON THE COMPLETION  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR VFL DATE 9/12/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Consider the appointment of vice chairmen to the Council Board. Candidates: President of CJF, JCCA, JESNA, C. Bronfman, M. Fisher (possible honorary chair)		MLM	8/22/90	10/10/90	
2.	Talk with Mark Lainer about funding.		MLM	8/22/90	10/10/90	
3.	Talk with Mel Swig of San Francisco about funding.		MLM	8/7/90	11/18/90	
4.	Give closing talk at JESNA Continental Leadership Conference.		MLM	9/11/90	6/11/91	



9/12/90

Commissioner Interview Assignments  
as of 6/90Sr. Policy Advisor/StaffCommissioner

Seymour Fox

Mona Ackerman  
Charles Bronfman  
Eli Evans  
Alfred Gottschalk  
David Hirschhorn  
Sara Lee  
Seymour Martin Lipset  
Isadore Twersky  
Charles Ratner

Annette Hochstein

David Arnow  
▶ Henry Koschitzky  
Norman Lamm  
Haskel Lookstein  
Robert Loup  
Morton Mandel  
Matthew Maryles  
Florence Melton  
Esther Leah Ritz  
Ismael Schorsch

Stephen Hoffman

Ronald Appleby  
Max Fisher  
Robert Hiller

Joseph Reimer

Jack Bieler  
Josh Elkin  
Arthur Green  
Carol Ingall  
Mark Lainer  
Alvin Schiff  
Peggy Tishman

## COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

## Senior Policy Advisors

## Agenda

Sunday, September 16, 1990

La Guardia Marriott

10:00 am - 1:30 pm

Assignment

- |      |                                                                       |     |
|------|-----------------------------------------------------------------------|-----|
| I.   | Discussion of final report                                            | MLM |
| II.  | Plans for report distribution and contact with commissioners          | SHH |
| III. | CIJE plans                                                            | SHH |
| IV.  | Report on status of funding                                           | SHH |
| V.   | Preparations for 11/8                                                 | MLM |
|      | A. Proposed invitation list                                           |     |
|      | B. Schedule for the day (10:00 am - 2:30 pm)                          |     |
|      | 1, 10:30 - Present and discuss final report                           |     |
|      | 2, 11:30 - Present and discuss plans for Council                      |     |
|      | 3, 12:30 - 2:30 Lunch oncheon                                         |     |
|      | a. Thank yous                                                         |     |
|      | b. Remarks by Hammer                                                  |     |
|      | c. Comments from foundations on funding plans for the next five years |     |
|      | d. Good and welfare                                                   |     |
| C.   | PR coverage and follow-up                                             | SHH |

9/12/90

Page 2

Sr. Policy Advisor/StaffCommissioner

Arthur Rotman

Stuart Eizenstat  
Donald Mintz  
Daniel Shapiro

Alvin Schiff

Joseph Gruss

Jonathan Woocher

Mandell Berman  
Maurice Corson  
David Dubin  
Irving Greenberg  
Lester Pollack  
Harriet Rosenthal  
Bennett Yanowitz

Henry Zucker

John Colman  
Lester Crown

Commissioners not assigned:

Irwin Field  
Ludwig Jesselson



- 1950-сы, 1960-жылдарындагы

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--EMIC-- INTERNATIONAL COMMISSION

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

1988 (REV. 1986) PRINTED IN U.S.A.

SECRETARY GENERAL  
 THE SECRETARY GENERAL  
 OF THE INTERNATIONAL COMMISSION

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEINMAN ASSIGNMENTS

ORIGINATOR VFL DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, consider using Ken Myers' most recent release as the basis of a press release.		DPK	10/30/90	11/14/90	
2.	Contact Jerry Strober and UJA to get a complete list of people to whom the media alert was sent.		DPK	10/30/90	11/2/90	
3.	Prepare a list of key points for use by MLM in making his opening statement.		DPK	10/23/90	11/3/90	
4.	See that press kits are prepared.		DPK	10/23/90	11/3/90	
5.	Prepare bullet points for use by MLM at press conference.		DPK	10/30/90	11/3/90	
6.	Talk with Strober about his handling of entire PR mailing.		DPK	10/30/90	11/3/90	
7.	Call Womacher and Ratman for suggested final report mailing letters.		DPK	10/30/90	11/8/90	



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

12. MANUSCRIPT MANUAL PREPARE US  
FOR REVIEW OR THE COMPLETION  
OF THE FORM FOR A FURTHER REVIEW

FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DATE DUE	COMPLETED OR REMOVED DATE
1.	Work with SHH to design and print Council letterhead.		VFL	10/31/90	11/30/90	





VFL MUR INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL, PART 2, 1.4  
REVISIONS/CHANGES  
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

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

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FUNCTION COUNCIL STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR VFL

DATE 10/30/90

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SHH, work with MLM to develop a clear formulation for reporting on funding.		HLZ	10/23/90	11/7/90	

**Mandel  
Associated  
Foundations**

קרי מנדל

22a Hatzfira St., Jerusalem, Israel

Fax No.: 972-2-699951

Tel.: 972-2-668728

To: <b>Mr. Morton L. Mandel</b>	Date: <b>December 5,, 1990</b>
From: <b>Seymour Fox</b>	Pages: <b>2</b>
Fax No.: <b>216-361-9962</b>	

**Message**

FAX SEUF  
1700  
-15

Dear Mort:

1) Annette and I were pleased to learn that things have worked out with Shulamith Elster..

2) I believe I need a 5-minute conversation with you before our scheduled conversation on Sunday so that we can complete the preparation of documents for the Institute board meeting.. The issue that needs to be discussed is how to treat the relationship of the Institute to MINA in these documents..

3) Annette informed the Jewish Agency that she finds it impossible to join the interim committee for the Education Authority..

4) Could your office please let me know when and where I could call you on Thursday or Friday..

Thank you..

Seymour

MLC  
SHH SH H  
S. Fox ✓Torah  
Umesorah  
PresorahNational  
Society for  
Hebrew  
Day Schools

November 26, 1990

100 BROADWAY, NEW YORK, NY 10003 • 212 227 1000

To send to: 100 BROADWAY, NEW YORK, NY 10003 • 212 227 1000

Mr. Morton Mandel  
Commission of Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, Ohio 44103

Dear Mr. Mandel:

I again want to express my appreciation for the opportunity which we had to participate in the recent meeting of the Commission in Jewish Education in North America.

Since that meeting, we have given much consideration to the question of how best to proceed with respect to the major recommendations made by the Commission in its final report. In our view, the most promising form of activity is the recruiting and training of teachers and other professionals in the field of Jewish education.

As the representative body of more than five-hundred and fifty Hebrew Day Schools in the United States and Canada, with strong ties to institutions of higher Jewish learning which graduates several hundred Hebrew teachers each year, we would like to develop a project for the training of persons who serve or will serve in these institutions.

Before we prepare a proposal, however, we believe it best to receive some indication regarding the possible scope of financial support for such a project and the pragmatic components which it would encompass. Accordingly, we respectfully ask for the opportunity to meet with you and staff members so that we can jointly explore a mutually satisfactory approach.

I look forward to hearing from you.

With kindest appreciation, I remain,

Sincerely yours,

*Joshua Fishman*  
Rabbi Joshua Fishman  
Executive President

JF/ms

תורה ומסורה

---

**PROPOSAL FOR  
DEVELOPING A STRATEGIC PLAN  
FOR JEWISH EDUCATION FOR YESHIVA UNIVERSITY**

---

**Submitted to:**

**Rabbi Robert Hirt,,  
Vice President for Administration  
and Professional Education**

---

**Ukeles Associates Inc.  
Suite 505  
611 Broadway  
New York, N.Y. 10012**

**212 260-8758**

---





DATE: 12/4 TIME: \_\_\_\_\_ NUMBER OF PAGES SENT: 17

<b>TO: FAX NO.</b> ( ) <u>972-699951</u> <b>Name</b> <u>SEYMOUR W. ANNETTE</u> <b>Company</b> _____ <b>Street Address</b> _____  <div style="display: flex; justify-content: space-between;"> <span>City</span> <span>State</span> <span>Zip</span> <span>Country</span> </div>	<b>FROM: FAX NO.</b> ( ) <u>361-9962</u> <b>Name</b> <u>BRYAN LEVI</u> <b>Company</b> _____ <b>Tele. No.</b> ( ) _____ <b>Ext.</b> _____
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------

Seymour & Annette -

1 - Attached is a proposal from Yeshiva Univ.  
MLM asked me to get your reactions and advice  
on how to proceed with it.

2 - In reviewing the mailing lists, Steve asked me to check with you on who some people are:

Chain Baryko } KS } p" ^ 0

Steve Copeland } educators

Howard Deitcher } Jerusalem Fellow

~~Marine Schiff~~

Robert Shapley

Proposal  
filed under Yeshiva University 123

3 - What is your advice on possible board members from the denominations (excluding seminary heads) and professional educators?

"Tues. AM are our philanthropic meetings. / y v u d ^ - ^ o  
Please call Wed. AM, if possible.

<sup>T</sup> Thanks,  
Ginny

# COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

4500 Euclid Avenue  
Cleveland, Ohio 44103  
216/jy445500

## Commissioners

Montom L. Mandel  
Chairman  
Mona Riklis Ackerman  
Ronald Appleby  
David Arnow  
Mandell L. Burman  
Jack Butler  
Charles R. Bromfman  
John C. Colman  
Maurine S. Corson  
Lester Cohn  
David D'Elia  
Stuart E. Eisenstar  
Joshua Elkin  
Eli N. Evans  
Irwin S. Field  
Max M. Fisher  
Alfred Gottschalk  
Arthur Green  
Irving Greenberg  
Joseph S. Gross  
Robert H. Hiltner  
Mild Hirschlhorn  
Carol K. Ingall  
Ludwig Jesselson  
Henry Koschitzky  
Mark Lainer  
Norman Lamm  
Sara S. Lee  
Seymour Martin Lipset  
Isaiah Logskorin  
Robert E. Loup  
Matthew J. Maryles  
Florence Melton  
Donald R. Mintz  
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Harriet L. Rosenthal  
Alvin J. Schiff  
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Iamar Schorsch  
Harold M. Schulweis  
Daniel S. Shapiro  
Margaret W. Fishman  
Leahore Twersky  
Sennott Yanowitz  
Isaiah Zaklin

TO: Friends of the Commission on Jewish Education  
in North America

FROM: Montom L. Mandel, Chairman

.....

You may know that the Commission on Jewish Education in North America was convened by the Mandel Associated Foundations, JCC Association, and Jewish Education Service of North America in collaboration with the Council of Jewish Federations. Over a two-year period, the Commission considered issues in Jewish education. This process culminated on November 8, 1990 with the release of A Time to Act: The Report of the Commission on Jewish Education in North America. I am pleased to share a copy of that report with you.

As you will see, the work of the Commission is continuing through the Council for Initiatives in Jewish Education. Stephen M. Hoffman, executive vice president of the Jewish Community Federation of Cleveland, is serving as Acting Director. If you would like more information about the work of the CIJE, please feel free to write to Steve at 1750 Euclid Avenue, Cleveland, Ohio 44113.