



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

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

Series C: Council for Initiatives in Jewish Education (CIJE). 1988–2003.

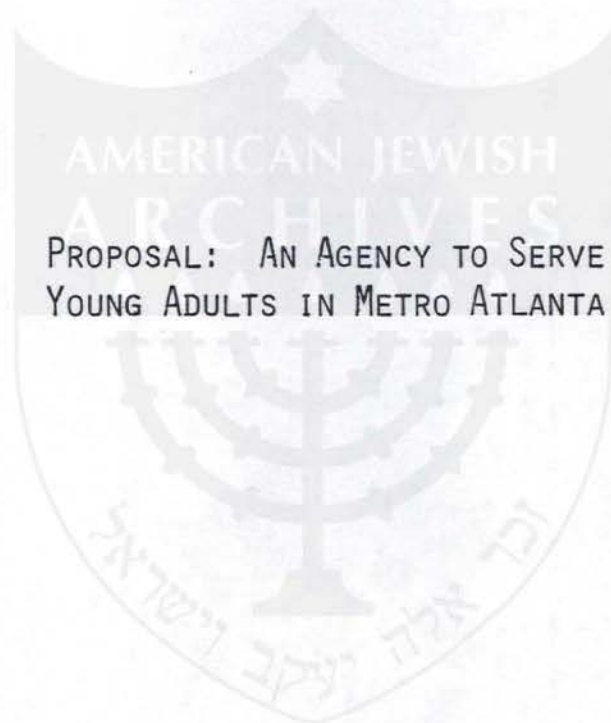
Subseries 3: Lead Communities, 1988–1997.

Box
29

Folder
7

Atlanta, Ga. "Proposal: An Agency to Serve Young Adults in
Metro Atlanta", February 1992.

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



FEBRUARY 1992

AD HOC COMMITTEE ON YOUNG ADULT SERVICES

Glenda Minkin
Chairperson

Peter Aranson
Laurence Bagen
Julia Bernath
Daniel Binder
David Blumenthal
Ann Davis
Paul Entis
Bruce Gaynes
Eric Goldstein
Arnold Goodman
Cheryl Haas
Michal Hillman
Linda Horowitz
Nancy Isenberg
Melvin Konner
Rita LeVine
Rebecca Priver
A. J. Robinson
Holly Rosen
Fran Rottenberg
Kathy Sachs
Marica Schwarz
Marvin Weintraub

Ex-officio: S. Perry Brickman, DDS, President
Atlanta Jewish Federation
Jody Franco, Chairperson
Planning & Allocations Committee

STAFF: Lauren Azoulai, Senior Planning Associate
Steve Gelfand, Associate Executive Director

January 3, 1992

Proposal: An Agency to Serve
Young Adults in Metro Atlanta

I. Introduction

In response to the concern for providing for the cultural, religious, educational, and social needs of Jewish college age youth and single Jewish young adults to age thirty in our community, the Ad Hoc Committee on Services to Young Adults was created in April 1991. The Committee collected data about the populations being studied and examined both traditional and non-traditional approaches to service delivery for these populations. A list of background papers appears in Exhibit A.

The Committee discussed implications of the data and suggested several service delivery options for further consideration. The committee members recognized the differences between the two populations but also recognized some overlap in their needs, as well as the continuum of service needs as students graduate and become independent young adults in the Jewish community. This proposal discusses the problem and describes the recommendations of the Ad Hoc Committee.

II. Problem Statement

College Students

During the process of studying the student and young adult populations in the Atlanta Jewish community, it became clear that both populations have unmet needs and are currently underserved by the organized Jewish community. There are an estimated 4,500 Jewish students currently attending colleges and universities in the metro Atlanta area. Approximately 41% (1,750 - 1,909) are concentrated at Emory University, a campus-based community with a majority of the students focusing their lives on campus. Nearly all undergraduate students at Emory are age twenty-two and under, and most live on or very close to the campus.

The next largest concentration of Jewish students is at Georgia State University (950 - 1,036). This population is different from the Jewish student population at Emory. Georgia State is a central city commuter school where the average undergraduate student is age 25 and the average graduate student is age 33. The Jewish students live neither on nor near the campus.

The remainder of the Jewish student population is scattered among several schools in the metro area ranging from an estimated seventeen (17) students each at Agnes Scott and Mercer University to some 400 at Georgia Tech and 650 at DeKalb College.

Metro Atlanta's Jewish population is expected to grow, and the costs of private and out-of-state public higher education are spiraling. Both these factors suggest that the Jewish student population in Atlanta and in state schools in other areas of Georgia will grow during the coming years.

While various programs and services exist for Jewish students at the Atlanta schools, there are many more programs and groups on the Emory campus than at the rest of the schools combined. The programs are appealing largely to the more Jewishly committed students, and participation rates have been relatively low. Programs of interest to the broader Jewish student population have not been the programming focus of Hillel. There has been relatively minimal outreach work done outside the Emory campus, and even outreach to students on the Emory campus in the past few years has not been sufficient enough to broaden the base of service users. It should be noted that during the last five years, Atlanta Hillel has not had a professional director seasoned in campus work and has been staffed for the last one and a half years by the program director who has served as the interim director.

Jewish students on the college campus in America are confronted with many dilemmas and exposed to many distractions during very impressionable years. Opportunities for interfaith dating abound, and students are vulnerable to the influence and attractiveness of well-organized cults and other undesirable groups.

Single Young Adults

It is projected that by 1992, there will be some 8,455 single young adults from age 20-29 in the Jewish community. The Atlanta Jewish Community Center, the American Jewish Committee, several congregations, and a few other Jewish organizations offer programs and services for young adults, with some being specifically for singles. Although there is a variety of programs from which to choose, the participation rates provided by the sponsoring organizations indicate that a relatively small proportion of single young adults actually participate in the organized Jewish community. The total participation in all documented programs and

services is 2,000; however, in focus groups with single young adults, it was reported that many of their peers are participating in more than one group.

The single young adults who participated in the focus groups reported a strong perception of the organized Jewish community being indifferent to them. They also indicated difficulties in accessing information about groups and programs and complained of poor follow-up with those who expressed an interest in becoming integrated into the Jewish community. Another reported problem was that the cost of participating in Jewish communal life is also an impediment to their integration into the community.

One of the top priorities of the Atlanta Jewish Federation is the fostering of Jewish continuity. The two populations with which this proposal is concerned, college students and single young adults, are at critical stages in the development of their identity and are in the process of making important life decisions. They stand at the doorway of adult Jewish communal life. This proposal is for a new agency which will serve them educationally and socially, and through affiliation and involvement help them over the threshold.

III. Mission

The proposed agency will serve as the central address and umbrella agency in the Atlanta Jewish community for services to college age youth and single young adults through age thirty. The agency will seek to fulfill the Jewish cultural, educational, social and spiritual needs of its target populations. The Agency will foster the development of Jewish identity and facilitate integration into the Jewish community.

The agency will carry out its mission through planning, outreach, advocacy, coordination of relevant services in Atlanta's Jewish communal system, and through either sub-contracting or the provision of direct services.

IV. Goals

In carrying out its mission, the agency will pursue the following goals:

A. College and University Population::

1. To create a campus Jewish community at Atlanta area universities which have a prescribed minimum number of Jewish students, for example, 1,000, with the exact number to be determined by the agency.

- Bring to the college campus the diversity of American Jewish communal life, including the climate of religious pluralism.
 - Promote Jewish activism within the campus Jewish community and in the general community, when appropriate.
 - Design a plan to identify and reach out to the Jewish student population on each campus in order to get students interested in and involved with their Jewishness.
 - Serve the educational, cultural, social and spiritual needs of the Jewish students, including holiday and Shabbat celebration, Israel programming, Jewish educational programming, programs on domestic and world Jewish issues, and social functions.
2. To create a healthy climate for personal growth within a Jewish community setting.
- Provide leadership development opportunities to potential and emerging campus leaders.
 - Encourage the individual student's expression and exploration of the aspects of Jewish life which have meaning to him/her.
 - Provide opportunities for Jewish students to develop relationships and associations with their peers.
 - Provide opportunities for professional mentoring relationships with members of the Jewish academic community or the general Jewish community.
3. To establish a community-wide council for students to promote the coordination of services and programs among Jewish student groups on all campuses.

B. Single Young Adults:

1. To provide the opportunity for entry and integration into the organized Jewish community.
- Advocate for reducing the cost of Jewish organizations' membership, user fees, and event prices to encourage membership and participation.

- Establish a Council for Single Young Adults to promote coordination of services and programs among Jewish communal groups and congregations.
2. To market Jewish communal services and programs for single young adults to that population.
 - Create a coordinated marketing plan within the Jewish communal system.
 - Establish a hot line for information about services, groups, events, and programs with participation from all community groups serving that population.
 3. To determine the gaps in service delivery to the single young adult population and develop services to fill those gaps.
 - Increase the number of opportunities and settings in which young single Jews can develop relationships and associations among their peers.
 - Increase the number of programs and experiences which will foster the development of Jewish identity.
 - Increase the use by single young adults of available resources in the Jewish community, such as employment and career counseling, recreational programs and volunteer work and opportunities for socializing.
 4. To sensitize Jewish single young adults to issues of political and social concern to the Jewish community.
 5. To provide opportunities for professional mentoring relationships with members of the Jewish community.

C. Special Populations:

1. To identify common areas or areas of overlap of needs within the entire target population of the agency and respond to those needs through a unified approach.
 - Address the varying needs of the graduate student population and the older undergraduate students as they relate to their student status and their age.

- Determine when joint programming will result in a greater impact on both populations, and plan jointly for those programs.
2. To build a Jewish faculty community at Atlanta's universities.
 - Enhance the human resource pool of the campus and general Jewish communities.
 - Develop a network of Jewish faculty which can be responsive to issues of concern to the campus Jewish community.
 3. To develop a program of outreach and activities for Vacationing Atlanta College Students (VACS) during winter and summer breaks.

V. Agency Structure:

The new agency will be comprised of two departments, each reflecting one of the two major target populations: A) students, and B) single young adults.

A. Department for Services to Students

This department will focus on achieving the agency goals, as outlined in Section IV, Part A of this proposal. This department will replace the Atlanta Jewish Federation's Atlanta Hillel program which will cease to exist upon the creation of the new Agency.

The initial and primary two foci of this department will be:

- (1) the strengthening and expansion of campus work with the Jewish student body on the Emory campus, and
- (2) outreach work and programming for Jewish students on the other campuses in Metro Atlanta.

The Department for Services to Students will also create a policy for their administration of a fund to support activities for Jewish students on Georgia campuses outside the Atlanta area which are not already beneficiary agencies of the Atlanta Jewish Federation.

B. Department for Services to Single Young Adults

This department will focus on achieving the agency goals, as outlined in Section IV, Part B of this proposal. It will coordinate and market programs and services for single young adults in the Jewish community, do outreach to this population, work on integrating them into the broader Jewish community, and provide direct services, as needed. The direct services for singles should be contracted to the AJCC, when deemed appropriate.

C. Agency-wide Activities

The agency, as a whole, will address certain issues or needs when appropriate. These activities will mainly focus on those special populations, as defined in Section IV, Part C of this proposal. These activities may be a result of an overlap of needs or mutual needs. In the case of work in building a faculty community, such activities would also benefit the students in the long term, as a strengthened Jewish faculty becomes more responsive to the needs of Jewish students.

VI. Governance:

The governance of the agency will be through a three-tiered structure.

A. Agency Board

The Board of the agency will be comprised of # members from the community at-large as well as # representatives each from the Single Young Adults council and the system-wide university/college council, as described below.

Upon the creation of this new agency board, the Atlanta Hillel Committee of the Atlanta Jewish Federation will cease to exist and will relinquish its oversight and policy-making responsibilities for student programs to the board of the new agency.

B. Standing Committees

There will be two standing committees which report to the Board and provide oversight for the two departments of the Agency, the Department for Services to Students and the Department for Services to Single Young Adults.

C. Councils

There will be councils comprised of constituents which relate to the two departments of the agency. Annually, each council shall appoint a representative to the Standing Committee which parallels their council.

1. A metro-wide University/College council with representation from all the university/college councils in the system, each of which is each comprised of faculty and students from a particular school or cluster of schools.
2. Single Young Adult Council comprised of single young adults through age 30 who represent a broad range of groups, interests, and affiliations.

D. Campus-based Jewish Student Groups

If the student government or administration of a particular college or university requires for funding or other purposes that all student groups be registered or chartered, then a Jewish student group may be formed. Such a group may choose to use the name "Hillel" or any other appropriate appellation they select. The Emory Hillel is an example of such a student organization which already exists.

VII. Staffing Needs:

A. Positions

The agency will be staffed at its inception by three full time equivalent (FTE) professionals and one and one half (1.5) full-time equivalent support staff. The assignments of the three FTE professional staff (including the Executive Director) will be determined according to their strengths and expertise.

1. There will be a full-time Executive Director who will direct the activities of the agency, supervise the other staff, and work with the Board and its member councils in setting priorities, developing resources, and promoting the agency and its programs. Approximately one-half (.5 FTE) of the Executive Director's time will be spent in the provision of direct service by agency professionals, as designated below in items #2-4.

The Executive Director will also provide supervision to the staff of the Hillel Foundation at the University of Georgia in Athens.

2. There will be one half-time equivalent (.5 FTE) professional staff person dedicated to working with the single young adult population.
3. One and one half (1.5) FTE professionals will direct their efforts to the students at Emory University.
4. Services to non-Emory students will be provided by .5 FTE professional staff.
5. There will be one full-time and one half-time (1.5 FTE) support staff whose responsibilities will include: clerical support, bookkeeping and any other agency duties deemed necessary by the director. The half-time position will be attached to Emory University.

B. Qualifications

1. Among the 2.0 FTE professional staff who will be serving the student population, one will be an ordained Rabbi or someone otherwise qualified to minister to the pluralistic religious needs of that population. The rabbi might be in the Executive Director position or in one of the other professional positions.
2. The non-rabbinic staff hired shall be trained and experienced in community organization and understand the needs of the population with which they are hired to work, and have an understanding of Jewish tradition and community.

VIII. Further Considerations

As the plans for the new agency emerge, consideration will be given to the development of funding sources and an implementation plan for the creation of the Board, staff hiring. If deemed necessary, a multi-year phase-in plan may be implemented.

The central office for the new agency should be on the premises of the Peachtree Atlanta Jewish Community Center. There will also be a base of operation on or near the Emory University campus.

The agency shall be in operation no later than the commencement of the academic year 1992-93.

Provisions will be made for a complete review and evaluation of the agency after three years.

LA.12/23
19 Mar 1992



EXHIBIT "A"

Ad Hoc Committee on Services to Young Adults DATA COLLECTION

The following is a list of reports on data collected as part of the work of this Ad Hoc Committee:

1. A count of the Jewish students campuses in metro Atlanta as well as at the University of Georgia and Georgia Southern University.
2. An inventory of services provided to Jewish students on the campuses in metro Atlanta.
3. A profile of the student body in regards to marital status, median age, degree level, and campus residency. This was provided for Emory, GA State, GA Tech, DeKalb College and Kennesaw.
4. A survey of the service needs and interests of vacationing college students whose permanent homes are in metro Atlanta but who attend college outside the Atlanta area.
5. A survey of salary levels and longevity of Hillel Directors in eighteen Hillel Foundations around the country.
6. A listing of the 1991-92 allocations made by Jewish communities in Georgia to Hillel programs in the state.
7. A summary of Hillel models and alternative models for services to students.
8. The prediction for the number of Jewish singles in Atlanta between the ages of 20 to 29 in 1992.
9. An inventory of services and programs which serve single young adults in metro Atlanta. Although some may not be exclusively for singles, this group represents a sizeable portion of the participants.
10. Summaries of the two focus groups which were conducted with young single adults.
11. A report on the results of the survey of students attending school in the Atlanta area.
12. Data Collection: Executive Summary

AD HOC COMMITTEE ON YOUNG ADULT SERVICES

Glenda Minkin, Chair

Table 5. Projected Singles by Age, Atlanta Region*

<u>Age</u>	<u>1984</u>	<u>1992</u>	<u>1993</u>	<u>2000</u>	<u>(%)</u>
20-29	7,075	8,455**	8,646	9,934	(45.8)
30-39	3,636		4,443	5,105	(23.5)
40-49	2,026		2,476	2,845	(13.1)
50-59	633		810	931	(4.3)
60-69	896		1,095	1,258	(5.8)
70+	1,149		1,404	1,613	(7.4)
TOTAL	15,445		18,874	21,686	(100)

Source: MAJPS, 1984, Table 18. It is assumed that the Singles subgroup will grow at the same rate as the general population, namely a 22.2% rate of growth from 1984 to 1993 and a 14.9% rate of growth from 1994 to 2000. These projections further assume that the proportion of singles in each age category remains constant.

* Taken from Environmental Scan of Year 2000 Report, page 12.

** The extrapolated estimate for 1992 of 20-29 year old singles is 8,435, based on reducing the 1993 figure by $2.4\% \left[\frac{22.2\%}{9 \text{ years}} \right]$ (growth rate) (1993-1984).

LA.6/24.1
25 Jun 1991

Inventory of Services for
Single Young Adults
August 1991

<u>Name of Service/ Group</u>	<u>Sponsoring Agency/ Org./Congregation</u>	<u>Target Age</u>	<u>Median Age</u>	<u>Types of Programs</u>	<u>Frequency of Programs</u>	<u>Informant: Name & #</u>	<u>Comments</u>
Bogrim	Ahavath Achim	22-35		Social, Religious, Study group, services, Shabbat Dinners, Holiday celebra. Hikes	monthly and special events	Rabbi Weiss 355-5222	New group, run by Leadership Council, Attendance: 15-50, open to all
Access- Young Professionals	Amer. Jewish Committee	to 35	28-32 singles	Meetings with Jewish speakers, on Jewish topics, or issues of concern to Jews. One social event annually	every 6-8 wks	Sherry Frank 233-5501	Must join AJC, 325 members
Athletics	AJCC	to 35	25-30	Softball Volleyball	bi-monthly weekly	David Berkowitz 971-8901	30-50* 50*
Ethnic Eating out	AJCC	to 35	25-30	Dining out	monthly	"	20*
Happy Hour	AJCC	to 35	27-35		monthly	"	20*
Brunches	AJCC	to 35	25-30	w/speakers	monthly	"	45*
Socials	AJCC	to 35	25-30		bi-monthly	"	40-300*
Community Service	AJCC	to 35	25-30	volunteer work in Jewish Comm.	monthly	"	20*

<u>Name of Service/ Group</u>	<u>Sponsoring Agency/ Org./Congregation</u>	<u>Target Age</u>	<u>Median Age</u>	<u>Types of Programs</u>	<u>Frequency of Programs</u>	<u>Informant: Name & #</u>	<u>Comments</u>
Lectures	AJCC	to 35	25-30	Speakers on various topics	every 6 weeks	"	12*
Horizons Club	AJCC	to 35	25-30	Outdoor Activities	monthly	"	12* (new program)
Jassline	AJCC	all	all	Information hotline	recording	"	no fee, in conj. with JASS & Atl. Jewish Times
Center Singles	AJCC	20-35	Late 20's & early 30's	See above programs which are for this group		"	This group has a committee which plans the above programs

* ALL AJCC PROGRAMS ARE OPEN TO ALL. FEE FOR NON-MEMBERS

Young Leadership Council	AJF	25-39	31-33	Social Educational (see Access description) Community Fund-Raising Leadership Development	Varies with program Weekly, monthly or annual	David Oberlander 873-1661	Some activities and programs are limited to those contributing to campaign at a certain level; a fee is charged to cover costs of all programs; Attendance: educational- 150 - 300, social-600-700, Leadership Develop. -25, Campaign - up to 250.
--------------------------------	-----	-------	-------	--	---	---------------------------------	---

<u>Name of Service/ Group</u>	<u>Sponsoring Agency/ Org./Congregation</u>	<u>Target Age</u>	<u>Median Age</u>	<u>Types of Programs</u>	<u>Frequency of Programs</u>	<u>Informant: Name & #</u>	<u>Comments</u>
Judaic Learning	Atlanta Scholars Kollel	any singles	25-45	Discussion group in informal social setting	monthly	Rabbi Friedman 321-4085	\$1 donation. 30-60 attend
Marty Klee Unit	B'nai B'rith	to 35	26-28 80% singles	Social events, outings, community service	monthly	Scott Feld 751-9400	open to all 20-90 attend
PALS	Jewish Family Service	any adults	30	Big brother type program		Ellen Moore 873-2277	
Temple Young Professionals	The Temple	to 35	27	speakers, trips holidays, study, Shabbat dinners, community service social activities	varies	Ronnie Van Gelder 873-1731	open to all, fees to non- members, 130 average attendance; exists 7 years; 360 members; 900 on mailing list.
Young Adult Singles	Temple Sinai			Periodic events		Rabbi Kranz 252-3073	open to members only, except with prior approval of chair
M Squared Productions	private company	21-45		social events		315-6882	
Twenty Something	Independent	20's	22-26	Social gathering at Atlanta area bars	Every Wednesday evening	Adele Siegel, Recording 634-8480 451-5478	No fees Cash bar

<u>Name of Service/ Group</u>	<u>Sponsoring Agency/ Org./Congregation</u>	<u>Target Age</u>	<u>Median Age</u>	<u>Types of Programs</u>	<u>Frequency of Programs</u>	<u>Informant: Name & #</u>	<u>Comments</u>
Rita Parties	Independent	early 20's - late 40's		Social program at area bars	once a month	Rita Kohn Levy 458-4584	\$6 fee to participate, cash bar, 150 average attendance

LA.81.SINGLES
10 Oct 1991



AD HOC COMMITTEE ON SERVICES TO YOUNG ADULTS

REPORT ON SURVEY OF
COLLEGE STUDENTS IN ATLANTA

As part of the study of this committee on services to college students, a telephone survey of Jewish college students in metro Atlanta was conducted by several members of the committee. Fifty-three (53) students from Emory and eleven (11) students from Georgia State University were surveyed. Among those surveyed were fifty-one (51) undergraduate students and thirteen (13) graduate and professional students. Fifty-two (52) students surveyed were single, three (3) were married, and nine did not respond to this question. The age distribution was as follows:

18-22: 53 students

23-30: 9 students

30 +: 2 students

Two-thirds of the respondents indicated that they have participated at least in holiday services or meals and all would consider participating again. On the other hand, among the 97% of the respondents who said they had heard of Hillel, one half said they had never participated in anything Hillel sponsored. This points to a marketing problem at Hillel, namely that some of the students who participated in Hillel-sponsored religious services were not aware of Hillel's sponsorship.

Fifteen percent (15%) of the students interviewed expressed that they were very satisfied with what they found at Hillel, while another 47% described themselves as somewhat satisfied. Their expectations of Hillel were that they would find religious services, holiday meals, social activities, Jewish cultural programs and a place to meet other Jewish students. To a lesser degree, they expected to find kosher food. Only nineteen respondents expected any programming on Israel, and only sixteen had expected Hillel to be a place to turn for counselling and help with personal problems.

Among the students who indicated that they had participated in Hillel programs, the strongest motivations for participation were that friends were participating or that they wanted to meet Jewish students. The reason cited most often for non-participation was that they were too busy or did not have enough time (n=11). Seven responded that none of the programs interested them, and an equal number is not interested in Jewish programs at school. Only six of those who have not participated indicated they had never heard of any Hillel programs.

The interview included questions about the respondents' involvement in extra-curricular activities because we were interested in learning if they were devoting time to any such activities. One third of the respondents were not involved in any activities outside their studies. Those who were involved in activities or clubs devoted from four to eighty hours a month to their activities. These figures preclude us from concluding that the students are on the whole apathetic and uninterested in organized activities and programs.

The sample of graduate students was small (n=13), but among those interviewed, nearly all indicated a willingness to participate at least in some programs with undergraduate students. They expressed a willingness to come to programs at least a few times a year, with half of those willing to participate on a monthly basis.

The survey did not include students from schools other than Emory and Georgia State, and this was a function of availability of lists to the Federation. Also, it was much more difficult to reach Georgia State students, some of whom were at school or work in the evenings, and many of whom had moved. (The Georgia State list we had was from the 1990-91 academic year.)

The survey questionnaire forms will be made available to the Atlanta Hillel for planning purposes.

LA.1024.STUDENTS
24 Oct 1991

Summary of Hillel Models and Alternative Models for Service to Students

Introduction

This report is divided into three parts. The first section describes several types of effective service delivery models for college students, some of which can also meet the needs of the young adult population. The different types of governance found in the service delivery models are also listed.

The second section is comprised of brief descriptions of successful models for serving student populations, including both Hillel and non-Hillel programs. It is based on telephone interviews and discussions with numerous Hillel directors and Federation planning staff persons around the country. The issues covered in these interviews included: type of service delivery system, budget, funding sources and amounts, Jewish student populations, and staffing. Other areas were covered, but not necessarily with every school or community. The degree of information-sharing varied, resulting in some summaries being more comprehensive than others.

The selection of the Hillel Foundations and communities contacted was based partly on recommendations of the Ad Hoc Committee and partly on the recommendations of the national B'nai B'rith Hillel Foundation director. In discussions with one community or school, some others may have been mentioned. These were also contacted. It should be noted that while some of these schools have very successful Hillel programs, the complexion of the school or the community in which they exist may or may not resemble the situation in Atlanta.

The third part of the report offers items for discussion which should be considered in the creation of the optimum model for the Atlanta Jewish community.

I. Service Delivery Models

There are several types of service delivery models which can effectively serve college students. Some of these also can be structured to serve single young adults. Below is a list of those models.

A. Focus and Size

1. Single campus-based organization serving one school
2. Organization based on a dual (or multi-) major campus center, open to students from other schools in the area

3. Organization based on one major campus with outreach to others in the area
 4. A metropolitan system: comprised of a number of units combining any of the following:
 - a. units which are individual campuses
 - b. units which serve a group of campuses
 - c. units serving certain population types or interests
 5. A larger regional system: a district larger than one metropolitan area, comprised of any combination of the unit types described in model four above.
 6. A statewide system comprised of any combination of the unit types described in model four above, with one or more flagship Hillels.
- B. Governance may vary in most of these models with any of the following arrangements:
1. Independent, affiliated with Hillel, governed by local or regional advisory board.
 2. Agency governed jointly by B'nai B'rith Hillel Foundations and local Jewish Federation.
 3. A department (quasi-agency) of the Jewish Federation, with a oversight committee appointed by the Federation President.
 4. A department of a community agency, such as a Jewish Community Center, with an oversight committee appointed by the agency president.

II. Service Delivery Examples

A. Hillel

1. University of Michigan

Model: Single campus-based

Jewish students: 6,000

Professional staff: 3.5

Governance: Independent Agency, affiliated with B'nai B'rith Hillel Foundations

The University of Michigan has a very well developed and active Hillel Foundation. It is the second largest student organization on campus and offers a wide variety of cultural, educational and religious programs, many of which have generated such broad campus interest that the University generously supports them.

The Executive Director described Hillel's success as being based on its philosophy: "Hillel is the organized Jewish community on the campus." It is inclusive, offering a "base" for all types of Jewish activities and interests. It is not promoted as a religious center but rather as a community center. Hillel recognizes that not all Jewish students will affiliate or participate, but just like any organized Jewish community, it is there for everyone.

2. Hillel Council of Greater Boston

Type: Regional council in metropolitan area, including several major campuses as well as several smaller ones which are served by the Hillel Council on a part-time basis.

Governance: Independent Agency, affiliated with B'nai B'rith Hillel Foundations. Several major units in the system are designated B'nai B'rith Hillel Foundations

Tufts University was the program of particular interest to the Committee.

Type: Major campus Hillel Foundation, unit of Regional system

Jewish students: 2500 (1/3 of student body)

Professional Staff: 2 full-time rabbis, one intern

Budget: \$200,000; Federation and National Hillel each contributes \$50,000.

The university is particularly supportive of Hillel, providing both space and financial support. Hillel at Tufts has been very involved in joint programming with other campus organizations. It is also strong in the area of Israel programs and Soviet Jewry. The graduate programming is held separately since the professional schools are located downtown, away from the main campus.

3. Brown University

Type: Flagship (lead) Hillel in statewide system serving six schools, (not including the University of Rhode Island which has its own Foundation.)

Jewish students: 1,850

Professional Staff: 3 full time, including rabbi, program director, and outreach worker

Budget: \$182,000; Federation contributes \$48,700 and B'nai B'rith in R.I. contributes \$46,000. Brown University allocates \$25,000 to the Hillel Foundation on its campus.

Governance: Independent Agency, affiliated with B'nai B'rith Hillel Foundations

The Hillel at Brown University is a very active campus organization involved in many campus-wide programs. Its programs include a wide range of social action, social, cultural, and religious activities.

4. Hillel of Greater Philadelphia

Type: Regional system incorporating three units within Philadelphia and its environs: the University of Pennsylvania, commuter schools, and suburban campuses.

Jewish students: 10,000 total; 3,500 at Penn, 5,000 at commuter schools, and 1,500 in suburban schools

Professional Staff: Penn- 3, Commuter- 3.5, Suburban-2

Budget: Total of \$900,000 plus a dining club. Penn: \$250,000; Commuter: \$200,000; Suburban: \$85,000 The Federation allocation is \$675,000.

Governance: Independent Agency, affiliated with B'nai B'rith Hillel Foundations. Several units are designated as B'nai B'rith Hillel Foundations.

The University of Pennsylvania unit is dedicated to that school and caters to the particular culture of an intown campus which is self-contained and has a very active student body. This is a very successful Foundation with a multitude and wide variety of programs. It has 1,000 active members. The University of Pennsylvania promotes student activism and participation in extra-curricular activities. This is reflected in Hillel's programs. The Hillel philosophy is to empower the Jewish student body to organize a Jewish life for themselves, providing them with staff expertise and funding. The staff carries out outreach activities. Student groups develop around various issues and interests. These groups are organized under the "Va-ad", or student committee.

The commuter unit focuses on the totality of the commuter schools. Activities are NOT campus-based. For the most part, the commuter schools are not in neighborhoods in which the

students wish to stay after classes. Most of the Jewish students at these schools live in a few concentrated areas where they meet in the homes of students and faculty and in community facilities.

The third unit focuses on students in the suburban schools where there are dormitory facilities. In this setting, faculty advisors are used to staff the programs.

5. Washington University

Type: One campus with extension services to eight other campuses, all with an insignificant number of Jewish students.
 Jewish students: 2,600 out of the total student population of 8,800.
 Professionals staff: Three, including two rabbis
 Budget: \$330,000, \$92,000 of which comes from the St. Louis Federation. National Hillel provides \$50,000 in funding.
 Governance: Independent Agency, affiliated with B'nai B'rith Hillel Foundations

Students at Washington University and the other schools receive monthly mailings and expanded mailings at the beginning of each semester, all of which list the upcoming programs. The students plan and run their own programs, most of which are social ones. The most successful programs have been the Shabbat dinners which attract 80-100 students every other week. Three types of Shabbat evening services are provided, followed by dinner and a program.

6. University of Pittsburgh/Carnegie Mellon

Type: Two schools functioning as one Hillel Foundation. (They are five blocks apart.) Students from other areas campuses are invited to participate, but no outreach is carried out on other campuses.)
 Jewish students: 4,000-5,000 combined
 Professional Staff: two full time
 Budget: \$235,000, including \$131,092 allocation from Federation and \$50,000 from National Hillel
 Governance: Independent Agency, affiliated with B'nai B'rith Hillel Foundations

The identifiable Jewish students receive letters asking if they wish to be affiliated. If they express an interest, they receive all mailings on Hillel programs at the Pittsburgh/C-M Hillel

Foundation. Paid membership is not required, the philosophy being that all Jewish students belong to the community. If desired, a registration card is completed, and donations are accepted.

The most successful program at Hillel has been the Leadership Development training program. Students work on a leadership retreat with their peers. The Liaison Committee is a second "Board" of key players comprised of Federation and B'nai B'rith leaders. These key players develop with the student leadership an understanding of the issues, budget and direction of the agency.

Carnegie-Mellon is a very competitive school, and the best way to identify Jewish students has been through the credit courses being taught by the rabbi. There is not much Greek or other extra-curricular life. Also, the student body is politically apathetic.

The University of Pittsburgh is a State school with a large medical campus and a lot of professional schools. Partying is big, but Greek life is not predominant. It is estimated that no more than one third of the Jewish student body is involved in anything more than holiday services on the campus.

7. Chicago: Hillel-C.A.Y.S. (B'nai B'rith Hillel Foundations-Jewish Federation College Age Youth Services)

Type: Serves the entire Jewish college and university age young adult population in the Metropolitan Chicago - whether or not they are full-time enrolled students.

The agency is comprised of five types of service delivery systems:

- ** There are major centers at four campuses: University of Illinois (Champaign-Urbana), University of Chicago, Northwestern, and the University of Illinois at Chicago.
- ** The GAP (Graduate and Professional) division strives to serve this group system-wide. It also offers its services to "recent graduates, 21-28 years old."
- ** There is a "Metrosystem" which serves the undergraduate population not enrolled at the four major centers. It also provides system-wide athletic and recreational programs.

** The State System serves five universities which are outside the immediate Chicago area and have no more than 600 Jewish students per campus.

** There are several programs and services organized to serve the entire system.

Jewish students: 14,150 on all campuses.
(Number of young adult singles not given.)

Professional Staff: equivalent of 14 full time
Budget: \$1.1 million, with the Chicago Federation contributing \$625,000 and B'nai B'rith Hillel providing \$219,000.

Governance: This agency is jointly governed by the Jewish Federation of Metropolitan Chicago and B'nai B'rith Hillel Foundations. It is accountable to both and implements the goals and objectives of both the JFMC and B'nai B'rith and its Hillel Commission.

There were nearly 17,000 units of service provided at campus-based and non-campus based Hillel/CAYS programs in 1989-90. (This number reflects counting the individual person each time they use the service.)

There is a joint governing commission comprised of members of B'nai B'rith, B'nai B'rith Hillel Foundations, the Jewish Federation of Metropolitan Chicago, faculty, students and the community at large. The governing commission is the agent of the Federation and of B'nai B'rith and its Hillel Commission.

According to the Executive Director, the success of the system can be attributed to a creative staff with innovative approaches and longevity. Their strength has been in the ability to look at the sub-groups in the target population, recognize the diversity, and create the appropriate range of programs.

B. Student Serving Organizations (Non-Hillel)

1. San Diego: Jewish Campus Centers

Type: An agency of the Federation, serving San Diego State and the University of California at San Diego with centers at each. Jewish students from other schools may participate.

Jewish Students: San Diego State-4,000;
UCSD-2,500

Professional Staff: Three full time rabbis
 Budget: \$200,000, with \$150,000 coming from Federation.

Governance: A department of the Jewish Federation with special, quasi-agency status. Jewish Campus Centers must request community funding through the allocations process. Not affiliated with B'nai B'rith Hillel Foundations, but works closely with them.

Each campus has a rabbi serving as director. The area director, a rabbi, oversees the two major campuses, carries out large scale multi-cultural programs and deals with administration, development, and facilities.

The Jewish students at the area community colleges are served by bringing them into existing programs on the two major campuses.

The Jewish Campus Centers organization does not have a student board. Instead, its thrust is to recognize existing student groups on campus, to enable them to fulfill their missions and to encourage the emergence of other student-organized groups on campus.

2. Jewish Campus Activities Board - Washington, D.C. and nearby communities

Type: A regional agency serving numerous campuses of various sizes, including several Hillel Centers.

Jewish students: over 18,000 combined

Professional staff: the equivalent of over ten full time professionals

Budget: Total of \$1,160,000, with the Washington Federation allocating \$375,000 and B'nai B'rith Hillel giving \$170,000. The Baltimore Federation contributes \$65,000 toward the program at the University of Maryland. Georgetown self funds their Jewish Student program for \$175,000.

Governance: An Independent Agency receiving funding from two Federation and B'nai B'rith Hillel Foundations but not affiliated with them. Several units of the system are individually affiliated with B'nai B'rith Hillel Foundations.

While the organization respects and works with National Hillel, the neutral title of this organization recognizes that the psychological focus of the students' lives is the campus, each of which is unique.

The main campuses are the University of Maryland, George Washington University, American University, and Georgetown. Also served are Gallaudet, George Mason and others.

A new program has been GAP - for Graduate and Professional students which also serves recent graduates. The Executive Director felt there was a need for this service to have its own full time director.

3. MetroWest New Jersey - Jewish Student Services

Type: A community-based service serving Jewish students at over seven campuses in MetroWest New Jersey community

Jewish Students: over 1,000

Professional Staff: two full time and two half-time MSW graduate students

Budget: \$148,000 plus free space & clerical services.

Governance: Jewish Student Services is a department of the Jewish Community Center. Not affiliated with B'nai B'rith Hillel Foundations.

JSS has less of a religious orientation than Hillel and concentrates on social programs. JSS is part of a regional alliance of Jewish student organizations in New Jersey and joins with them in planning four major programs a year.

4. Baltimore: College Services Department at the JCC

Type: A department of the JCC serving Jewish students on eleven campuses of various sizes. This department also serves ALL singles at the JCC.

Jewish Students: 6,000, most of whom attend 4-5 of schools in the system.

Professionals: Four full time

Budget: \$91,000 plus free space and utilities.

Governance: A department of the Jewish Community Center, not affiliated with B'nai B'rith Hillel Foundations.

At each school served, there is a room used at the Student Union which serves as an office and meeting room. The students tend to "hang out" in this room.

Programming for the general student population differs from that of single young adults. Certain types of programs can attract both graduate students and single young adults not in school. Because these two groups are at

different points in their lives. Some types of programs and activities which attract one group may not be of interest to the others. Staff needs to be sensitive to this issue.

It was reported by the National Hillel organization that an organization of Jewish students at Johns Hopkins has requested the formation of a Hillel program, independent of the Baltimore College Services Department.

III. Creating a Service Delivery System to Serve College Students

In planning for the optimum service delivery system for the student population, there are numerous issues and considerations. If the system is to include the additional target population of single young adults not enrolled in college, even more issues must be considered.

First, the target population must be determined and described. In metro Atlanta, we are learning that the university population itself is a diverse one, comprised of various types of campuses and students.

- ** What are the sub-groups of our target population, by age, school, level, etc.?
- ** Do we want to plan to serve only certain sub-groups or do we want to plan services for the entire target population, perhaps through a phasing-in period?
- ** After deciding whom we want to serve, we need to describe the type and assess the culture of each school in the targeted population:

Commuter vs. residential campus
Proportion of graduates to undergraduates
Level of extra-curricular activity
Religious affiliation of school, if any
Relationship of school to host
community/neighborhood
Potential for faculty involvement

Once the target populations and schools have been identified and described, the following should be considered:

- ** Is there an identification with the campus? If not, then perhaps there needs to be some neighborhood-based identification.
- ** Do the schools have expectations for the services to Jewish students? Must we be concerned with them?
- ** How can quality and stable staffing be attained?

- ** Different types of students, schools and young adults have different service needs. Have these needs been identified by those client groups?
- ** What are the realistic goals and expectations for student involvement? Hillel, or a Jewish college organization, is the campus Jewish community. As in any Jewish community, some will be very active, some will be peripherally involved and others will be unaffiliated. The campus Jewish student organization plays the role of being the campus Jewish community's representative to the school. It may play unexpected roles in times of student or campus crisis.
- ** How can faculty play a role in promoting Jewish student activity and involvement?
- ** What are the most likely points of contact for the single young adult population?
- ** What are the available financial resources? These must be determined, and decisions must be made whether to seek additional resources. If resources are limited, should they be concentrated where you get the "biggest bang for the buck?" Should there be a phase-in plan for those groups initially not included? Should there be a relationship between the size of a particular target population (or sub-group thereof) and the budgetary resources to serve it? The survey of service models offered some interesting comparisons.

Before making any decisions about structure, hiring, affiliation and governance, these are questions which need to be considered and answered.

Ad Hoc Committee on
Services to Young Adults

Allocations to Hillel in Georgia

Columbus, GA: \$750 to University of Georgia

Savannah, GA: \$500 to University of Georgia
\$1,000 to Georgia Southern

Augusta, GA: \$525 to University of Georgia

Macon, GA: \$ 525 to University of Georgia

Atlanta, GA: \$26,338 to University of Georgia
\$98,579 to Atlanta Hillel

LA.826.HILLEL
27 Aug 1991

ATLANTA JEWISH FEDERATION

Salary and Longevity Information for a
Sample of Hillel Directors

- A. The salaries for the Hillel Directors at the following universities were provided by the personnel department of the National Hillel organization.

University of Michigan

University of Pennsylvania

Washington University

Chicago - Major centers

Boston Universities

Tulane

Princeton

Ohio State

University of Cincinnati

Duke

Michigan State

Tufts

Brandeis

University of Florida

University of Miami

Stanford

University of California-Berkley

University of Massachusetts at Amherst

- B. The range of salaries was from \$40,600 to \$66,600. The persons receiving those salaries have worked in the Hillel system between four to twenty-five years.

LA.830.HILLEL

10 Oct 1991

FACILITATOR'S REPORT
AJF SINGLES FOCUS GROUPS, OCT 2&3
Dianne Leader, Ph.D. 10/20/91

To: Glenda Minkin, Chair
Ad Hoc Committee on Services to Young Jewish Adults

Context:

The focus groups were convened to learn whether, and how, the organized Jewish community is or is not serving the needs of single young Jewish adults. As facilitator, my job was to manage the group process to ensure that the Committee could get the information it needed.

Observations:

1. Both groups were lively, involved and active. Rather than the expected task of encouraging participation, my role was to "manage traffic" so that everyone could speak, and to ask questions so as to clarify comments. The focus groups were very well received by participants, who were enthusiastic about the interest being shown in them after what they experienced as community indifference.

2. Community indifference was a recurrent theme of group members. They expressed frustration at a lack of response to their efforts at involvement in the organized Jewish community, or a lack of followup when there was some response. Being welcomed to the Atlanta Jewish Community was perceived as a critical need for this relatively mobile and often isolated age group. As the "community umbrella organization", Federation was seen as the natural body to coordinate access to services for this group.

Focus group members expected Federation to welcome young newcomers to the community, providing them with information and access to services and opportunities for involvement. An "initial contact person" was suggested, together with a "new member's kit" and personal followup. (How would "Shalom Atlanta" fit in here?)

3. Participants were not necessarily aware of much that is actually available to them in the community, for example, the services of the J.V.S., as well as programming for young people. Communicating information to this population is a critical function that the Committee must address.

The "personal touch" was promoted as the most effective way to communicate with young adults and get them involved. Developing and sharing mailing lists among organizations was also suggested, as well as possibly advertising more activities in the Jewish Times, following up on activities

such as the Singles Mission, and perhaps a central phone number for programming information. But it was clear that personal networking was what made the difference to group members, a phone call or invitation to join someone at an event was most likely to get a response.

4. There was a marked resistance to defining this population as "Singles", or even, to a lesser extent "Professionals". The preferred designation was "Young Jewish Adults" or "Jewish Young Adults". This question of labelling was related to programming, most participants saying they were not very interested in purely social programming, such as parties.

5. There were clear differences expressed in the types of programming of interest to focus group members. This suggests a mixed bag of diverse political, educational, sporting or cultural events could be the focus that pulls different subgroups of young Jewish adults together. Participants agreed their interest was in developing social relationships around common interests, of greater or lesser Jewish content.

6. Focus group participants expressed a need to be needed, and an interest in volunteering and contributing their efforts to the community. Few, however, had heard of People Power, although the general community organization Hands-On Atlanta was better known, and includes many Jewish young adults.

7. Money was a big issue in the group discussions. Participants felt they were priced out of events and organizations they might be interested in. A discounted or consolidated fee for community activities was suggested, to give young adults access to a variety of events sponsored by Federation or by Jewish organizations such as synagogues. The idea was repeatedly suggested in a number of contexts that Federation be coordinator of some such network of participating organizations that program for young Jewish adults.

Money was a symbolic as well as a practical issue for focus group members. Many expressed feeling ignored by Federation because of their financial constraints. They wanted the community to invest in a relationship with them as young adults, and to value them as future leaders and financial supporters of the Federation and communal agencies.

Summary:

The focus groups sponsored by the Ad-Hoc Committee were well received by participants. Members were enthusiastic, and should be recruited to spearhead whatever service recommendations result from this process.

Discussion in both groups focused on the need for a systematic and personal way for the community to welcome newcomers to Atlanta. Federation is seen as the body to coordinate access to services offered by a network of participating Jewish organizations. Communication about what is presently available for young Jewish adults seemed inadequate, and social networking - the personal touch - was recommended as the way to go.

Diverse types of programming were advised, staying away from purely social "singles" events. Political, educational and cultural programs - ranging in Jewish content - would focus social activity around common interests. "Young Jewish Adults" was the preferred self definition. Participants expressed a need to be needed, valued and invested in by the community. They wanted understanding of their financial constraints, but were interested in opportunities to volunteer and to develop as active participants in the community.

Diane Leader

AD HOC COMMITTEE ON SERVICES TO YOUNG ADULTS

DATA COLLECTION

EXECUTIVE SUMMARY

I. Students

There are an estimated 4,221 to 4,619 Jewish students in Metro Atlanta. Approximately 1,825 (41%) are concentrated at Emory University where 53% of the undergraduate students live on campus and 97% of them are age 22 and under. Emory University can be considered a campus-based community with a critical mass of students focusing their lives on campus.

The next largest concentration (approx. 1,000 or 24%) of Jewish students in the Metro area, is at Georgia State University, a commuter school where the median age of the undergraduates is 25 and for the graduate students, 33. DeKalb College, a two year commuter school with a median age of 25 and an enrollment which turns over 50% each quarter, has 16% of Atlanta's Jewish student population. Georgia Tech has approximately 400 Jewish students, with 45% living on campus, and Life Chiropractic's Jewish student population numbers some 300. The remainder of the schools have relatively few Jewish students. The number of Jewish students attending commuter schools is nearly equal to the number of Jewish students at Emory. A major difference between these two populations is the median age of the students, with the median age of the undergraduate commuter students being five years older (25) than that of the undergraduate students at Emory (20).

While various programs and services exist for Jewish students at the Atlanta schools, there are many more programs and groups on the Emory campus than at the rest of the schools combined. The programs are appealing largely to the more Jewishly committed students, and participation rates have been very low. Programs of interest to the broader Jewish student population have not been the programming focus of Hillel. There has been relatively minimal outreach work done outside the Emory campus, and even outreach to students on the Emory campus in the past few years has not been sufficient enough to broaden the base of service users. It should be noted that during the last five years, the Atlanta Hillel has not had a professional director seasoned in campus work and has been staffed for the last one and a half years by the program director who has served as the interim director.

A survey of sixty-four Jewish college students in the metro area, 87% of whom were from Emory, was conducted in the fall. Results indicated that at least 2/3 have (43) participated in some Hillel-sponsored programs, but not all were aware that Hillel was the sponsor. There was interest expressed in meeting other Jewish students and in participating with their friends in activities. Although some students indicated they

had no interest in Jewish-sponsored programs, approximately 1/3 responded that they participated in no extra-curricular activities. Those involved in extra-curricular activities devoted between four to eighty hours a month of their time. This represents a full range of students on campus, from the very apathetic to the very involved. Graduate students who responded (22%) indicated a willingness to participate with undergraduates at least in some programs, and at least a few times a year.

During the summer, Hillel and the Atlanta Jewish Community Center both sponsor some programs for college students, particularly organized sports and social activities. Student participation is low. In a survey of 57 vacationing Atlanta college students (VACS), 93% (n=53) of the respondents were interested in making new friends while on breaks at home in Atlanta and expressed an interest in participating in activities sponsored by the Jewish community. Respondents were most interested in parties and community volunteering.

II. Single Young Adults

It is projected that by 1992, there will be some 8,455 single young adults from age 20-29 in the Jewish community, and that the number will continue to grow by 22.2% until 1994.

The Atlanta Jewish Community Center, several congregations, and a few Jewish organizations offer programs and services for young adults, with some being specifically for singles. The participation rate varies from program to program, and there is a variety of programs from which to choose, including: social, athletic, religious, cultural, and educational programs.

Two focus groups held with single young adults (both involved in the Jewish community and uninvolved) were very enlightening. They reported a strong perception of community indifference to them, both as a group and individually. They indicated a problem with learning about the existing programs and services, and participants also indicated a desire to have them centrally coordinated. The "indifference", combined with a lack of follow-up with those who have expressed interest in participation, has made it difficult for them to become integrated into the Jewish community. Another widely expressed concern was that the cost of participation in Jewish communal life is also an impediment to their integration into the community.

III. Service Models

There are successful student service models and approaches which we studied. Staffing, governance, funding, the nature of the student population, and the focus and size of the service delivery models were summarized. This survey of other models helped identified several issues in the delivery of services to students. Some of the models studied also addressed services to single young adults.

IV. Serving Jewish College Students Outside Metro Atlanta

The Atlanta Jewish Federation is clearly the only significant funder of services for Jewish students in Georgia, with all resources currently targeting Atlanta and Athens. Recently, our attention has been drawn to small pockets of Jewish students in other places in Georgia, one of which has actually requested an allocation. Many of the Jewish students in these places are from the Atlanta area.

The Hillel at the University of Georgia has been staffed by a new director for the past year and a half. The Hillel building in Athens is being renovated and is becoming a focal point for the leaders of Jewish student activities on campus. The budget for Hillel in Athens is supported by the Atlanta Jewish Federation, International B'nai B'rith Hillel, and Georgia B'nai B'rith, in addition to program fees and memberships. Support from other Georgia Jewish Federations is minimal.

The future prospects of B'nai B'rith funding for individual Hillel Foundations around the country are not promising. Not only is International B'nai B'rith Hillel not funding previously unfunded Hillel units, but the allocations to those Hillel Foundations which have been funded historically are being decreased. This raises the question of future funding demands on Federations.

LA.1023.HILLEL
28 Oct 1991

