



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES
A DIVISION OF HEBREW UNION COLLEGE – JEWISH INSTITUTE OF RELIGION

MS-630: Rabbi Alexander M. Schindler Digital Collection, 1953-1996.
Series A: Union of American Hebrew Congregations, 1961-1996.

Box
9

Folder
8

North American Commission on Jewish Identity and Continuity,
1994-1995.

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

February 28, 1995
28 Adar 1 5755

Marvin Lender
P.O. Box 3937
Woodbridge, CT 06525

Dear Marvin:

On my return from Israel I found the notice of the May 2nd meeting of the Commission on Jewish Identity and Continuity. Alas, much to my dismay I have a conflict which takes me out of the city on May 2 and once again I must ask to be excused.

The Consultation on Conscience sponsored by the Religious Action Center of Reform Judaism takes place in Washington, April 29-May 2, 1995. My participation in the entire event has been on my schedule for some months now and it simply cannot be changed. I do hope you understand my situation and forgive my absence.

With warm regards from house to house, I am

Sincerely,

Alexander M. Schindler



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

MEMORANDUM

TO: Members of the Commission

FROM: Marvin Lender

DATE: February 7, 1995

SUBJECT: HOLD THE DATE - MEETING ON MAY 2

oe
The next meeting of the Commission will take place on Tuesday, May 2, from 10:00 am to 3:00 pm, in New York (specific site to be announced).

|
At this meeting, we will review a revised draft of the Commission's report and recommendations, based on the responses we have been receiving to the preliminary working group reports. We will also discuss the future role of the Commission and its relationship to implementation activities.

?
Please mark the date on your calendars. Further details about the meeting will be forthcoming in a few weeks.

With my thanks.

oe
Consultants
on Concurrence
4/29-5/2

tell him when
once again, please
to ask to be
discussed.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

MEMORANDUM

file

TO: Members of the Commission

FROM: Marvin Lender

DATE: November 4, 1994

SUBJECT: Preliminary Report and Recommendations of the Commission
Working Groups

Enclosed are the Preliminary Reports and Recommendations from our four Working Groups, together with a short introduction.

At our upcoming meeting, we will be reviewing these Reports prior to circulating them to the organizations represented on the Commission and the wider Jewish community for comment and reaction.

Our meeting will be held on **Wednesday, November 16, from 7:30 am to 12 noon, in Room A110 in the Convention Center in Denver**. If you have not notified Ruth Rubinstein of your intention to participate, please do so immediately.

If you will not be able to be at the meeting, we invite you to transmit any comments you have on the preliminary reports directly to Jonathan Woocher at the Commission office.

As you undoubtedly recall, we held our first meeting almost exactly one year ago. I believe that these Working Group reports represent a clear indication that we have made significant progress together during the course of this year, and that the groundwork has been laid for intensified activity on behalf of Jewish continuity over the months ahead.

I thank all of you for the time, energy, and wisdom you have given to this endeavor, and look forward to seeing you in Denver.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

COMMISSION MEETING

NOVEMBER 16, 1994 -- DENVER, CO

AGENDA

- 1. Welcome -- Marvin Lender, Chairman**
- 2. D'var Torah -- Rabbi Jerome Epstein, United Synagogue of Conservative Judaism**
- 3. Preliminary reports and recommendations from the working groups**
 - A. Introduction to the reports -- Marvin Lender**
 - B. Working group on promoting Jewish growth - Ann Kaufman and Joe Reimer**
 - C. Working group on engaging diverse populations - Tom Freudenheim and Richard Joel**
 - D. Working group on strengthening institutions and building communal cooperation - Neil Greenbaum (for Richard Block and Darrell Friedman)**
 - E. Working group on creating continental partnerships - Andrea Dubroff and Steve Hoffman**
- 4. Next steps for the Commission -- Marvin Lender**

NORTH AMERICAN COMMISSION ON JEWISH IDENTITY AND CONTINUITY N-O

Marvin Lender, Chairman

WORK GRP.:

WORK GRP.:

Professor Irving Abella ?
President, Canadian Jewish Congress
1590 Doctor Penfield Ave.
Montreal, Quebec H3G 1C5
(514) 931-7531
(514) 931-0548

Rabbi Raphael Butler II
Union of Orthodox Jewish Congregations
333 7th Avenue
New York, NY 10001
(212) 563-4000 X264
(212) 967-8445

Alan Ades I
President, United Synagogue of
Conservative Judaism
P.O. Box 962
New Bedford, MA 02741
(508) 993-2674
(508) 993-2676

Shoshana S. Cardin
CLAL
3624 Anton Farms Road
Pikesville, MD 21208
(410) 486-2333
(410) 653-3397

David Arnow I
Psychologist, New York
Swig, Weiler & Arnow Mgmt. Co.
1114 Ave. of the Americas
New York, NY 10036
(212) 869-9700
(212) 921-4967

Dr. Sidney M. Clearfield I
B'nai B'rith
1640 Rhode Island Ave., NW
Washington, DC 20036
(202) 857-6553
(202) 296-0638

Dr. Steven Bayme I
Director, Jewish Communal Affairs
American Jewish Committee
165 East 56th Street
New York, NY 10022
(212) 751-4000 X211
(212) 751-4018

Rabbi Maurice Corson ?
President
The Wexner Foundation
Huntington Center, Suite 3390
41 South High Street
Columbus, OH 43215
(614) 461-8112
(614) 461-8276

Helene Berger II
Miami
3 Grove Isle Drive
#801
Coconut Grove, FL 33133
(305) 854-8822
(305) 854-6665

Rabbi Rachel Cowan II
Nathan Cummings Foundation
1926 Broadway #600
New York, NY 10023-6915
(212) 787-7300
(212) 787-7377

Rabbi Richard Block III
Congregation Beth Am
26790 Arastradero Rd.
Los Altos Hills, CA 94022
(415) 493-4661
(415) 494-8248

Rabbi Mark Dratch I
Shaarei Shomayim Congregation
470 Glencairn Avenue
Toronto, Ont. M5N 1V8
(416) 789-3213
(416) 789-1728

Rabbi Ephraim Buchwald I
National Jewish Outreach Program
485 Fifth Ave.
Suite 212
New York, NY 10017
(212) 986-7450
(212) 986-7476

Andrea Dubroff IV
Executive Committee, CJF
1 Dogwood Hills Rd.
Newburgh, NY 12550
(914) 562-6664
(914) 562-1888
Summer Address:
PO Box 343
Edgartown, MA 02539
Phones: (508) 627-3657
(508) 627-8063
Fax: (508) 627-9625

Lauren Eichler I
Bittker Fellow,
Hillel International
1640 Rhode Island Ave., NW
Washington, DC 20036
(202) 857-6637
(202) 857-6693

Dr. David Elcott I
CLAL
99 Park Avenue, Suite C
New York, NY 10016
(212) 867-8888
(212) 867-8853

Rabbi Jerome Epstein I
Executive Vice President
United Synagogue of
Conservative Judaism
155 Fifth Avenue
New York, NY 10010-6802
(212) 533-7800
(212) 353-9439

Cheryl Finkel III
The Epstein School
335 Colewood Way NW
Atlanta, GA 30328
(404) 843-0111
(404) 843-0743

Alan Finkelstein III
Executive Vice President
JCC Association
15 East 26th St.
New York, NY 10010
(212) 532-4949
(212) 481-4174

Tom Freudenheim II
President, NFJC
3723 Harrison St. NW
Washington, DC 20015
(202) 357-1776
(202) 786-2757

Darrell Friedman III
THE ASSOCIATED:
Jewish Community Federation
of Baltimore
101 W. Mt. Royal Ave.
Baltimore, MD 21201
(410) 727-4828
(410) 752-1177

Peter Geffen IV
The CRB Foundation
c/o Abraham Joshua Heschel School
270 W. 89th St.
New York, NY 10024
(212) 595-7087
(212) 595-7090

Rabbi Laura Geller II
Temple EmmanuEl
8844 Burton Way
Beverly Hills, CA 90211
(310) 288-3742
(310) 274-2677

Billie Gold IV
JESNA
300 Central Park West
New York, NY 10024
(212) 799-3120
(212) 362-5870

Sidney Goldstein IV
Director, Population Studies
& Training Center
Brown University
Providence, RI 02912
(401) 863-1115
(401) 863-3213

Charles H. Goodman ?
Past President, CJF
Henry Crown and Co.
222 No. LaSalle St.
Suite 2000
Chicago, IL 60601
(312) 899-5020
(312) 899-5038

Rabbi Moshe Gorelik ?
President, Rabbinical Council
of America
2766 Saw Mill Road
North Bellmore, NY 11710
(212) 807-7888
(212) 727-8452

Dr. Alfred Gottschalk III
Hebrew Union College
3101 Clifton Ave.
Cincinnati, OH 45220-2488
(513) 221-1875
(513) 221-2810

Neil Greenbaum III
Chicago
Sachnoff & Weaver, Ltd.
30 S. Wacker Drive
29th Floor
Chicago, IL 60606-7484
(312) 207-3852
(312) 207-6400

Arnold Greenberg II
Hartford
61 So. Main Street
W. Hartford, CT 06107
(203) 521-6208
(203) 521-6209

Leslie Rogers Gurland II
MetroWest, NJ
595 Northfield Ave., #78
West Orange, NJ 07052
(201) 226-0656
(201) 669-1385

Ronne Hess I
Birmingham
2936 Southwood Rd.
Birmingham, AL 35223
(205) 871-4509
(205) 871-5622

Stuart Himmelfarb II
Marketing, New York
American Passage
1114 Ave. of the Americas
New York, NY 10036
(212) 382-0560
(212) 382-1692

Rabbi Robert Hirt IV
Vice President for Communal Services
Yeshiva University
500 W. 185th St.
New York, NY 10033
(212) 960-5263
(212) 960-5228

Alan D. Hoffmann IV
Council for Initiatives in
Jewish Education
15 East 26th St.
New York, NY 10010
(212) 532-2360
(212) 532-2646

Stephen H. Hoffman IV
Executive Vice President
Jewish Community Federation of
Cleveland
1750 Euclid Avenue
Cleveland, OH 44115
(216) 566-9200
(216) 566-9084

Helen P. Horwitz III
118 Charnwood Road
Richmond, VA 23229
(804) 282-8691
(804) 273-0009

Richard Joel II
International Director
Hillel Foundations
1640 Rhode Island Ave. NW
Washington, DC 20036
(202) 857-6561
(202) 857-6622

Deborah Kaplan IV
President, Hadassah
50 W. 58th St.
New York, NY 10019
(212) 355-7900
(212) 303-8282

Susan Katz II
President, National Council of Jewish
Women
53 West 23rd St.
New York, NY 10010
(212) 645-4048
(212) 645-7466

Ann Kaufman I
Houston
754 Kuhlman Road
Houston, TX 77024-5502
(713) 461-1760
(713) 461-3469
Aspen Fax: (303) 920-4171

Gerard Kaye I
Union of American Hebrew
Congregations
100 W. Monroe St.
Chicago, IL 60603
(312) 782-1477 Ext. 14
(312) 782-1642
Summer phone: (414) 567-6277

Martin Kraar
Executive Vice President, CJF
730 Broadway
New York, NY 10003
(212) 598-3501
(212) 533-4347

Lynn Korda Kroll II
New York
Parsonage Point
Rye, NY 10580
(914) 967-4995
(914) 967-6818

Rabbi Vernon Kurtz I
North Suburban Synagogue Beth-El
1175 Sheridan Road
Highland Park, IL 60035
(708) 432-8900 Ext.14
(708) 432-9242

Rabbi Norman Lamm ?
President, Yeshiva University
500 W. 185th St.
New York, NY 10003
(212) 960-5280
(212) 960-0049

Sara Lee III
HUC-JIR
3077 University Avenue
Los Angeles, CA 90007
(213) 749-3424
(213) 747-6128

Marvin Lender
Executive Committee, CJF
M&M Investments
P.O. Box 3937
Woodbridge, CT 06525
(203) 397-3977
(203) 397-8506

Dr. Herb Levine I
National Havurah Committee
6670 Lincoln Drive
Philadelphia, PA 19119
(215) 843-0228
(215) 576-6143

Rabbi Joy Levitt III
Reconstructionist Synagogue of the
North Shore
1001 Plandome Rd.
Plandome, NY 11030
(516) 627-6274
(516) 627-6349

Dr. Deborah Lipstadt III
Dept. of Religion
Emory University
Atlanta, GA 30322
(404) 727-2298
(404) 727-7597

Rabbi Brian Lurie ?
Executive Vice President
United Jewish Appeal
99 Park Ave., Suite 300
New York, NY 10016
(212) 880-1400
(212) 818-9413

Lynn Lyss II
President, NJCRAC
721 South Central
St. Louis, MO 63105
(314) 725-3799
(314) 725-3899

Morton L. Mandel ?
Past President, CJF
Premier Industrial Corp.
4500 Euclid Ave.
Cleveland, OH 44103
(216) 391-8300 X2322
(216) 391-5430

Philip N. Margolius II
Washington, DC
Margolius, Mallios, Davis
1828 L St., NW
Suite 500
Washington, DC 20036
(202) 296-1000
(202) 296-6400

Melvin Merians III
UAHC
10 Bonnie Briar Lane
Larchmont, NY 10538
(212) 249-0100
(212) 570-0895

Robert Mirisch I
Los Angeles
820 Majorca Place
Los Angeles, CA 90049
Rastar Productions, Inc.
Hepburn Building West
10202 W. Washington Blvd.
Culver City, CA 90232
(310) 280-7873
(310) 280-2332

Alfred H. Moses IV
President, American Jewish Committee
P.O. Box 7566
Washington, DC 20044
(202) 662-5196
(202) 662-6812

Esther Perel I
Psychologist, New York
307 West Broadway
Apt. 5E
New York, NY 10013
(212) 226-8270
(212) 226-8403

Stanley Plotnick II
Chair, Canadian Commission on Jewish
Identity and Continuity
3 Westmount Sq., Apt. 1513
Westmount, Quebec H3Z 2S5
(514) 683-1771
(514) 683-5307

Lester Pollack IV
Centre Partners
1 Rockefeller Plaza
Suite 1609
New York, NY 10020
(212) 632-4829
(212) 632-4846

Charles Ratner III
Cleveland
10800 Brookpark Road
Cleveland, OH 44130
(216) 362-2629
(216) 267-3925

Seymour D. Reich IV
President, American Zionist Movement
Dreyer & Traub
101 Park Ave.
New York, NY 10178
(212) 318-6100
(212) 935-3578

Dr. Joseph Reimer I
Hornstein Program
Brandeis University
Waltham, MA 02254-9110
(617) 736-2996
(617) 736-2070

Kurt Rothschild I
President, Canadian Zionist Federation
Suite 501
3101 Bathurst St.
Toronto, Ontario M6A 2A6
(416) 784-5305
(416) 784-5307

Sheldon Rudoff III
President, Union of Orthodox
Jewish Congregations
Goodkind, Labaton & Rudoff
100 Park Ave.
New York, NY 10017-5563
(212) 907-0700
(212) 818-0477

Michael Rukin I
Executive Committee, CJF
188 Beacon St.
Boston, MA 02116
(617) 221-1510
(617) 272-1341

Dr. John Ruskay III
Executive Director
Education and Community Services
UJA-Federation
130 E. 59th St.
New York, NY 10022
(212) 836-1336
(212) 755-9183

Rachel Sabath I
Hebrew Union College Rabbinical Student
215 West 101 St.
Apt. 2J
New York, NY 10025
(212) 678-2393
(212) 533-0129 (School session only)

David G. Sacks IV
New York
Seagram & Sons, Inc.
375 Park Avenue
New York, NY 10152-0192
(212) 572-7617
(212) 838-5052

Rabbi Alexander Schindler II
President, Union of American Hebrew
Congregations
838 Fifth Avenue
New York, NY 10021
(212) 249-0100 Ext. 210
(212) 570-0895

Mark Schlusell IV
Detroit
Miller, Canfield
150 W. Jefferson, Suite 2500
Detroit, MI 48226
(313) 963-6420
(313) 496-7500

Susan Weidman Schneider II
Editor
Lilith Magazine
250 West 57th St.
New York, NY 10107
(212) 757-0818
(212) 757-5705

Rabbi Ismar Schorsch IV
Chancellor, Jewish Theological Seminary
3080 Broadway
New York, NY 10027-4649
(212) 678-8072
(212) 678-8947

Daniel S. Shapiro III
New York
Schulte, Roth & Zabel
900 Third Avenue
New York, NY 10022
(212) 758-0404
(212) 593-5955

Barry Shrage IV
President, Boston
Combined Jewish Philanthropies
One Lincoln Plaza
Boston, MA 02111
(617) 330-9500
(617) 330-5197

Rabbi Alan Silverstein, President
Rabbinical Assembly of America
Congregation Agudath Israel
22 Academy Rd. ?
Caldwell, NJ 07006
(201) 226-3600
(201) 226-7480

Immanuel Spira II
Los Angeles
Katten, Muchin, Zavis & Weitzman
1999 Avenue of the Stars
Suite 1400
Los Angeles, CA 90067
(310) 788-4462
(310) 788-4471

Barbara Steinberg I
Commission for Jewish Education
4603 Community Drive
West Palm Beach, FL 33417
(407) 640-0700
(407) 640-4304

Roselyne C. Swig ?
San Francisco
45 Belden
San Francisco, CA 94105
(415) 956-3222
(415) 956-1062

Rabbi David Teutsch IV
President
Reconstructionist Rabbinical College
Church Rd. & Greenwood Ave.
Wyncote, PA 19095
(215) 576-0800
(215) 576-6143

Rabbi Michael Weinberg III
Chairman, CAJE
Temple Beth Israel
3601 W. Dempster St.
Skokie, IL 60076
(708) 675-0951
(708) 675-0960

Richard L. Wexler IV
Vice President, CJF
Lord, Bissell & Brook
115 So. LaSalle St.
Chicago, IL 60603
(312) 443-1751
(312) 443-0336

Maynard I. Wishner
President, CJF
55 East Monroe St. #4620
Chicago, IL 60603
(312) 899-5524
(312) 236-7274

Dr. Ron Wolfson IV
Vice President
University of Judaism
15600 Mulholland Drive
Los Angeles, CA 90077
(310) 476-9777
(310) 471-1278

George Wolly II
President, AJFCA
1055 Kensington Park Drive #306
Altamonte Springs, FL 32714
(407) 788-0247
(407) 788-8276

Rabbi Gerald Zelizer II
Rabbinical Assembly
Temple Neve Shalom
250 Grove Avenue
Metuchen, NJ 08840
(908) 548-2238
(908) 603-7976

Rabbi Sheldon Zimmerman III
President, CCAR
Temple Emanu'EL
8500 Hillcrest
Dallas, TX 75225
(214) 368-3613
(214) 369-2752

Staff

Norbert Fruehauf
Asst. Exec. Dir., CJF
730 Broadway
New York, NY 10003-9596
(212) 598-3509
(212) 529-5842

Dr. Carl Sheingold
Asst. Exec. VP, CJF
730 Broadway
New York, NY 10003-9596
(212) 598-3530
(212) 533-4347

Dr. Jonathan Woocher
Exec. VP, JESNA
730 Broadway
New York, NY 10003-9540
(212) 529-2000 x1302
(212) 529-2009

Consultant

Peter Szanton
Stanton Associates
1201 Connecticut Ave. NW
Washington, DC 20036
(202) 429-8780
(202) 728-2920

THE NORTH AMERICAN COMMISSION ON JEWISH IDENTITY AND CONTINUITY

Chairman, Marvin Lender

Preliminary Reports and Recommendations of The Commission's Working Groups

***NOTE:* THIS IS A DRAFT DOCUMENT WHICH IS BEING CIRCULATED FOR REVIEW AND COMMENT. ANY QUOTATION OR CITATION OF MATERIAL FROM THE DOCUMENT SHOULD CLEARLY IDENTIFY THE DOCUMENT AS A DRAFT OF WORKING GROUP REPORTS, AND *NOT* AS A FINAL REPORT OF THE COMMISSION AS A WHOLE.**

The North American Commission on Jewish Identity and Continuity
730 Broadway, 2nd Floor, New York, NY 10003-9596
Tel: (212) 529-2000 x1302 or (212) 598-3539; Fax: (212) 529-2009 or (212) 529-5842

THE NORTH AMERICAN COMMISSION ON JEWISH IDENTITY AND CONTINUITY

Preliminary Reports and Recommendations of The Commission's Working Groups

Introduction

The North American Commission on Jewish Identity and Continuity was convened by the Council of Jewish Federations (CJF) to enable a diverse group of Jewish leaders and activists to deliberate together on how to meet the challenge of ensuring our ongoing vitality as a Jewish community. The Commission was in many respects an unprecedented venture. The 88 members of the Commission constitute an exceptionally broad and diverse group, representing nearly every segment of North American Jewish life. The charge to the Commission was a daunting one: not simply to formulate recommendations, but to begin to foster new relationships and a new consciousness of how the North American Jewish community must go about its business if Jewish commitment is to thrive.

The Commission determined at its first meeting, in November 1993, to work in three areas:

1. *to formulate an overarching agenda for Jewish continuity* -- a thoughtful, well-grounded set of principles and directions which, if pursued determinedly, can make a significant difference in the quality of North American Jewish life and the prospects for our future;
2. *to build the knowledge-base for pursuing this agenda* -- to share ideas and successes, to synthesize what is known and identify what needs to be learned about how to strengthen Jewish identity and build community;
3. *to encourage organizations to seek new opportunities for collaborative initiative* in order to implement the agenda for Jewish continuity.

At its second meeting, in January 1994, the Commission began to work on developing a continuity agenda under four broad rubrics:

1. **Promoting Jewish growth: strategies for enhancing Jewish identity**

2. **Engaging diverse populations: strategies for reaching and involving Jews outside the intensely affiliated core**
3. **Strengthening institutions and building communal cooperation: strategies for helping institutions achieve their full potential**
4. **Creating continental partnerships: strategies for promoting cooperative action to address continental issues**

Four working groups met at intervals over the next ten months to formulate the recommendations that flesh out this agenda. The working groups examined the needs and the possibilities for action in each area. They pulled together information from a variety of sources about initiatives already underway, and identified areas where more information is needed. They focused on strategies that can be applied in a variety of contexts -- institutional, communal, and continental -- and sought, where possible, to translate these into specific proposals for action.

In a number of instances, the working groups realized that spending additional time gathering information, deliberating on potential initiatives, and detailing recommendations for action would be desirable. But the groups and the Commission's leadership also recognized that ultimately, the Commission's success will not be measured by the elegance and comprehensiveness of its report and recommendations, but by the actions that institutions, individually and collaboratively, take to translate these recommendations into reality. Many Commission members expressed their conviction that the issues being addressed were too urgent to allow the Commission the luxury of leisurely deliberations.

Hence, the decision was made not to wait until all issues could be debated and all the data gathered, but rather to put forward as quickly as practicable recommendations that would challenge the community and its institutions to take the next steps toward concrete action. The working group reports that follow include three types of recommendations:

1. *General recommendations.* These state the broad principles which the working groups

believe should guide and inform the broad range of Jewish continuity initiatives in the specific areas proposed for action. Unless such initiatives are thoughtfully formulated to embody these key ideas and directions, the working groups believe that they will be unlikely to produce the kinds of changes needed to dramatically alter the prospects for Jewish continuity.

2. *Recommendations for specific initiatives.* In a number of instances, the working groups are prepared to recommend specific actions that should be taken by institutions and organizations in the local and continental arenas in order to effect change. The working groups have not tried to plan these initiatives in detail (and have no authority to insist on their implementation), but they hope that the weight of the Commission's moral force will induce organizations to take these recommendations seriously and to assume responsibility for placing them onto their own institutional agendas.
3. *Recommendations for further study and planning.* These recommendations identify areas where the working groups believe that significant additional study and planning should be done in order to develop more extensive and elaborate strategies for dealing with critical and especially challenging issues. It is not the Commission's intent to carry out these studies and planning processes itself. Rather, the groups' recommendations again seek to point others (sometimes by name) toward taking up the responsibility for seeing that these major issues are dealt with in a timely and planful way.

Each working group developed its own set of recommendations covering a number of sub-areas selected by the group within its overall area of responsibility. In reading these recommendations, however, it will become evident that there are a number of overarching themes identified by several of the groups as centrally important in defining the current Jewish continuity agenda. These requisites include:

1. vigorous advocacy to make and maintain Jewish identity- and community-building as priority concerns;

2. readiness on the part of those concerned about the Jewish future to incorporate an overriding commitment to personal Jewish growth and to community-building into their own lives and into their roles as institutional leaders;
3. learning more about what is effective in enhancing Jewish identity through basic research and ongoing program evaluation;
4. recruiting, training, and supporting professionals who can play leadership roles in shaping and implementing the continuity agenda, including in new, non-traditional ways;
5. sharing knowledge and resources more effectively, and showcasing successes so that they can be replicated and adapted in other settings;
6. building positive, synergistic linkages between institutions and programs, rather than seeing them as competitive;
7. expanding dialogue across institutional boundaries in order to work toward a "common language" and a shared vision for our future, while respecting diversity;
8. focusing more intently on the needs and growth paths of individual Jews, rather than on institutional needs and accustomed ways of doing business, in fashioning communal strategies and initiatives.

These themes give a measure of coherence to the variety of recommendations made by the individual working groups and highlight key elements in a broad-based continuity strategy..

The recommendations offered here are neither comprehensive nor, necessarily, original. They do not cover all of the issues that might be considered under the rubric of "Jewish continuity" nor all of the arenas in which action might -- perhaps, must -- be taken. (To cite one example: At one of its meetings, the Commission discussed the ways in which the evolving relationship of the North American Jewish community to Israel could impact on our continuity agenda, but it did not try to formulate concrete recommendations in this dynamic and rapidly changing area.) In many instances, the recommendations developed by the working groups address issues that have received little sustained attention by any inter-organizational body at the continental level. In other instances, the recommendations underscore and support recommendations previously made by other commissions or groups.

From its inception, the Commission on Jewish Identity and Continuity understood its work as representing one stage in an ongoing process which it neither initiated nor would complete. The Commission seeks to build on and amplify the many initiatives already underway to build Jewish identity and community; and it seeks to inspire others to take bolder and more focused action to carry forward the agenda for Jewish continuity that is emerging in North America today.

In putting forward the recommendations that follow at this time, the working groups and the Commission seek, therefore, to initiate a dialogue, both on the substance of the recommendations themselves -- their adequacy and appropriateness -- and on how in very practical and concrete terms we must as a community move forward from here. The Commission is not and cannot be an implementing body; but without serious implementation efforts by the organizations that agreed to participate on it, the Commission's attempts to outline an action agenda will have been futile.

Over the next few months, this dialogue will, we hope, take place in a large number of settings. We invite organizations and individuals to share their comments and critiques, suggestions and supplements, with us. But more importantly, we urge those who read this preliminary report to consider how its ideas might enhance their efforts to mount the initiatives that are needed to secure our Jewish future.

WORKING GROUP 1: PROMOTING JEWISH GROWTH -- STRATEGIES FOR ENHANCING JEWISH IDENTITY

Preliminary Report and Recommendations

Introduction

The bedrock of Jewish continuity is Jewish identity. Our goal must be to make Jewish identity more central and meaningful for more Jews, not just for the sake of the community's future, but because of Judaism's life-enriching power. We want Jews to experience the process of growing in their Jewishness, of forging an evolving, life-shaping Jewish identity that will spill over into the lives of others.

Many strategies have been suggested for helping Jews at different stages in their lives grow in their Jewishness. Some focus on the settings within which Jewish ideas, emotions, and behaviors can be effectively nurtured. Others focus on the processes through which identity and commitment are shaped and deepened. Still others focus on critical dimensions of Jewishness from which many Jews have been cut off. And some focus on critical life junctures, when Jewishness can either take root at the heart or drift to the margins of one's life-space.

The Commission sought as one of its prime objectives to identify promising routes to promoting Jewish growth and ways to provide more Jews with access to these pathways. The Working Group on Promoting Jewish Growth developed recommendations in two areas:

1. the broad principles that should guide the Jewish community's efforts to enhance Jewish identity-development throughout the life-cycle; and
2. specific approaches to strengthening the identity of particular target groups: youth, young families, and adults seeking to engage more deeply with their own Jewishness.

(The choice of these target populations was guided by the working group's belief that they represent especially important and potentially promising population segments for additional, focused institutional and communal attention with respect to Jewish identity development. However, the group urges that their recommendations for expanded activity in these three areas not be seen as implying that efforts should not also be made to improve programs and activities in other areas, e.g., early childhood education programs, day and supplementary schools, or campus activities [*Note: A CJF-sponsored Task Force has made specific recommendations regarding Jewish campus programming.*].)

The Working Group recognized that many institutions are involved in promoting Jewish growth. Foremost among these are synagogues, and the centrality of their role and intensity of their efforts in this area dictate that synagogues be primary actors in all community-wide initiatives aimed at promoting Jewish identity and continuity. All of the recommendations made below and directed toward local communities should be read with this mandate in mind.

At the same time, the Working Group welcomes the fact that many Jewish institutions in addition to the synagogue are placing identity-building far higher on their agendas. The participation of these institutions in initiatives to promote Jewish growth such as those discussed below is both necessary and appropriate if the community as a whole is to succeed in its efforts.

I. Jewish identity development throughout the life-cycle

A. *General recommendations*

1. Communities and institutions seeking to enhance Jewish identity should recognize that Jewish growth is promoted and nurtured through a range of life experiences, both formative and transformative. It is the interface of the formative (regularized, continuing opportunities for Jewish learning and expression, e.g., through ongoing study in schools, camps, or adult programs) with the transformative (uniquely charged moments of inspiration, e.g., an Israel experience) that gives Jewish growth its special force. Both types of experiences contribute to Jewish identity development, often in a mutually reinforcing fashion. At different stages in the life-cycle and in different settings, similar experiences may be formative or transformative -- e.g., the study of Jewish text.

Formative Jewish experiences are often associated only with formal Jewish education. However, ongoing experiences in the family, synagogue, summer camp, the JCC, the youth group can also be formative -- experiences by which one learns over time to identify as a Jew and learns the meaning of being Jewish. Such experiences require a strong cognitive component, but also a warm, affective component that ties the developing person to significant other Jews, to special times and places that mark Jewish life, and to Jewish traditions.

Transformative experiences are those which take a person to a higher level of Jewish consciousness and involvement. They may occur in a familiar context -- e.g., by a lake at a summer camp -- or a unique one -- Massada or the *Kotel*. Their effect is to intensify the feeling of being Jewish and to make more salient the Jewish components of one's identity. They are experienced affectively as "highs," and cognitively as acting to redefine who one is and what one's priorities are.

2. The development of special educational experiences -- a trip to Israel or to Eastern Europe -- that seek to be transformative in their impact is an important, relatively new theme in Jewish education. It is important that such opportunities be provided and more generally utilized. However, we make two provisos in this endorsement:

- a) These experiences should come as part of a sequence of educational experiences that prepare the participants for the significance of these moments; and
- b) They should be followed up by further experiences that will allow and encourage the participants to express their desire for heightened involvement in the context of their ongoing lives.

There is empirical evidence that without these formative "hedges" to the transformative, the energy released by the transformative experiences will dissipate and not be channeled into lasting Jewish commitments. Even where transformative experiences function (as they sometimes do) as a dramatic entry point into Jewish life for the previously unengaged, there must be structures into which the "returning" Jew can direct his/her new-found Jewish feeling. In general, we should be seeking to maximize the "Jewish contact hours" for each individual, which necessarily involves linking formative and transformative experiences over time.

3. Based on this understanding, there would be little educational sense in the Jewish community's investing heavily in transformative experiences at the expense of supporting essential formative experiences. At the same time, without sufficient support for the transformative experiences, the regularized formative experiences may yield less than their full potential. Thus, expanded support for both types of experiences should be incorporated in Jewish continuity initiatives. Funding sources should resist the temptation to support only transformative experiences even though these may appear more glamorous and powerful in the short term.
4. Jewish identity development takes place throughout the life-cycle, beginning in early childhood and continuing through adulthood. At each stage there are rich opportunities for people to connect to and deepen their Jewish consciousness. This recognition should inform communal and institutional planning for Jewish identity-building. There is a well-established rationale for the Jewish community's investing heavily in the formative education of the young and their families, especially in light of the large numbers who are reached in elementary educational settings. But adequate attention should also be given in institutional and communal planning to the Jewish growth experiences of adolescents and adults. No one stage in the life-cycle should be overemphasized to the exclusion of others.

5. In adopting a life-cycle approach to promoting Jewish growth, it may be necessary and desirable as a practical matter for a community to focus new or expanded Jewish continuity initiatives on one or more key target populations. The choice of focus may be guided by a number of factors, including:
 - a) demographic considerations (how large is the group? is it growing?)
 - b) the urgency of the need (are members of this group especially at risk Jewishly?), or conversely, the likelihood of success (is this population especially ripe and accessible to our efforts?)
 - c) the potential for achieving significant impact in identity enhancement (do we know how to achieve a high impact with members of this group? are there proven programmatic models to implement?)
 - d) possible ripple effects (will success with this group have larger ramifications over time?)
 - e) cost in financial and human resources, and the availability of these resources
 - f) the extent and quality of existing efforts for these populations (are there serious gaps? is there room for substantial improvement?)

6. In particular, we suggest that there are *sensitive moments and periods* that deserve special attention, times when people are especially open to Jewish influence and when the investment in Jewish education and programming can be especially effective. Some of these involve individual experiences of celebration or tragedy. Others represent periods in an individual's or family's life when they may be seeking to form or re-form their identities. We believe that three such periods are:
 - a) youth in the process of identity formation - *from junior high through college*
 - b) young families - *from couples getting married to families raising children; and*
 - c) seeking adults - *individuals who have shown interest in returning to or strengthening their Jewish ties.*

7. While expanding programs to enhance Jewish identity will necessarily involve strengthening the professional cadres working in our institutions, the work of promoting Jewish growth cannot be left to the professionals. There needs to be an awakening to the realization that Jewish living is the responsibility of each individual and family unit. Indeed, the family remains the first and most influential force in Jewish identity development. The work of professionals should be conceptualized as that of helping lay people become more capable of assuming their responsibility to live as Jews and to create Jewish family lives. Such lay people in turn can and should involve themselves in helping other Jews grow in their Jewishness both through direct interpersonal contacts and through taking on new roles as "lay mentors" in a range of identity-building programs.

8. Both professionals and lay people will need to learn how to work more smoothly

and effectively across role and institutional boundaries for identity-building efforts to be maximally successful. The macro-strategy of blending formative and transformative experiences and of seeking to reach Jews at many points along the life-cycle cannot be implemented without heightened levels of institutional and inter-personal cooperation. Professionals in particular must see themselves as having mutual and cooperative roles, regardless of their specific field and institutional affiliation, in helping Jewish individuals and families grow Jewishly. (*See the similar recommendation made by Working Group 3.*)

9. Evaluation research should be built into all new communally-sponsored and/or funded initiatives for promoting Jewish growth (and as many other such initiatives as is feasible). The attempt to ascertain "what works" must be elevated from an exchange of guesses and hunches to a research-based endeavor. Consistent with the group's emphasis on formative and transformative experiences, we must seek more than to answer the question: which programs work? Far more helpful would be research that begins to identify the *elements of effectiveness* in a range of programs. Since no program can ever be copied and sent from community A to community B, the most helpful information would be the identification of elements that account for success. This would permit Community B to construct programs of its own that build in these elements.

B. *Specific recommendations:*

1. Institutions and communities should as part of their continuity planning conduct "audits" of the opportunities they make available for Jewish identity development. These audits should examine the balance of formative and transformative experiences being promoted; the range, nature, and quality of opportunities available for various target populations; and the ways in which human resources, professional and lay, are employed to maximize the reach and potential impact of these opportunities. The audits should then be used to plan new institutional and communal initiatives.
2. Jewish professionals engaged in identity-building should receive training designed to enable them to function more effectively and comfortably as facilitators of the Jewish growth of those with whom they work, rather than as providers of services for consumers or as surrogate Jews. This role-understanding should inform both pre-service training programs for rabbis, educators, and communal workers and in-service education.
3. Institutions and communities should initiate identity-building programs that involve lay people more actively as "Jewish mentors" to other lay people in a variety of settings. Training of lay people to assume these roles, which will at the same time afford them opportunities to deepen their own Jewishness, should be part of such initiatives.

4. A continental mechanism should be established to train and assist local communities in carrying out evaluation research. (*See the similar recommendation made by Working Group 4.*)

C. *Further study and planning*

1. A program for undertaking systematic research on Jewish identity-building efforts as described above in A.9, utilizing extensive program evaluation, should be developed and implemented by a consortium of agencies and organizations including the religious movements, JESNA, CIJE, the JCCA, and academic institutions. Communities that launch major new programs should ensure that these programs are evaluated in the context of this research effort.

II. Youth

A. *General recommendations*

1. **MAINTAINING CONNECTION:** Adolescence -- the post-Bar/Bat Mitzvah period -- is a central period of identity formation, but one, sadly, in which the Jewish community loses touch with many of its young people. Rebuilding the link between the community and its youth -- through a combination of high quality formative and transformative experiences -- should be a high priority in Jewish continuity efforts. In making this recommendation, we do not seek to understate the essential role of early and elementary Jewish education in promoting Jewish growth -- starting early and intensively lays a strong foundation for subsequent growth. However, we cannot afford to allow the good work of early years to dissipate by losing a vital connection with youth during adolescence and the college years.
2. **SUPPORTING TRADITIONAL SETTINGS:** As we focus greater attention on youth, we must not lose sight of the continuing importance of traditional educational settings -- day and supplementary schools -- for this population. Research indicates that intensive formal Jewish education, especially day school education, with home and family reinforcement, correlates highly with life-long Jewish commitments. Communal support for expanding day school enrollment, especially at the secondary level, continues, therefore, to be needed. It is also important that alternative programs of secondary Jewish education continue to receive support, since even supplementary Jewish education for post-Bar/Bit Mitzvah youth appears to correlate highly with adult Jewish commitment.
3. **BUILDING EXPECTATIONS:** To expand participation in these programs, communities and institutions need to build into their pre-bar/bat mitzvah educational programs the expectation that Jewish education and involvement will

extend through the high school years. The artificial divide created by bar and bat mitzvah preparation needs to be offset by specific programs that bridge that period and lead to continued involvement.

4. **MULTIPLE ENTRY POINTS:** The numbers and types of Jewish youth who participate in youth programs needs to be expanded. In order to do this, programs must be developed that appeal to different types of youth. At this, as at every stage in the life-cycle, the community needs to make available *multiple points of entry*. This is critical if we are to speak to the diverse elements of the community in terms of their interests. Special efforts must be made to reach young people who regard typical Jewish educational programs as designed only for "geeks." A striking example of an alternative entry point is the Maccabiah games for youth, which has involved thousands of athletically inclined young people for whom traditional Hebrew school or youth group programs might hold little appeal with other young Jews and with the Jewish community. Similarly, programs that emphasize social action and service in the larger community may engage youth who are otherwise Jewishly uninvolved. At the same time, we must ensure that already involved and committed youth are not alienated or made to feel that their participation is not valued.
5. **INSPIRED MODELS:** Youth follow charismatic leaders. We have not created a cadre of young leaders who can attract and keep the youth. Expanded efforts must be made to find, train and employ these "inspired models," and to create a profession of youth worker with possibilities of advancement within the field. At the same time, lay people and peers can also serve as role models for youth. Therefore, we need to seek ways of organizing and supporting Jewishly knowledgeable lay people to take on roles as mentors, guides, and facilitators for young people, and to encourage the development of peer group leadership through leadership training programs.

B. *Specific initiatives*

1. The congregational movements and rabbinical associations should launch a major campaign among their affiliated synagogues around the theme: "Bar/Bat Mitzvah is just the beginning" (or some similar slogan). Combining public relations, educational programs for families, incentives and rewards for participation, and synagogue-wide events, and undertaken in cooperation with other agencies and programs, this campaign should aim to establish post-Bar/Bat Mitzvah education as an attractive and exciting norm for all young people in the congregation.
2. At the same time, congregations and coalitions of congregations in communities should be encouraged and assisted to examine the format, contents, and quality of their formal and informal Jewish educational programming for youth. Funds should be made available from both denominational and communal sources for

upgrading these programs, including the hiring and training of professional educators and youth workers.

3. Training institutions for Jewish professionals should develop and/or expand pre- and in-service training programs for youth workers. Wherever possible, these programs should establish direct ties with communities and institutions which will commit themselves to hire trained youth workers under terms appropriate for Jewish professionals.
4. Communities and institutions seeking to enhance programming for Jewish youth should carefully examine models which combine a number of formative and transformative experiences over a period of years. Hebrew high school programs (including both traditional and contemporary Jewish subjects), Jewish summer camping, youth group activities, and Israel experience programs should be viewed as building blocks for effective youth programming that should be used synergistically to the fullest extent possible. Incentives should be provided both to individuals and institutions to encourage their participation in integrated, multi-dimensional, multi-year programs.
5. Programs should be developed in local communities to enable high school age youth to meet with Jewishly active college students at the time that the former are beginning to make serious decisions about their further education. The aims should be to inform high school students about Jewish opportunities on campuses and to encourage their identification with attractive Jewish role models.

C. *Further study and planning*

1. An inventory of effective programs for Jewish youth should be prepared and disseminated to institutions and communities. In addition to program descriptions, the inventory should also include principles of "good practice" in youth programming derived from the specific models identified. This project could be undertaken collaboratively by the religious movements, JCCA, JESNA, CIJE, Zionist youth movements, and B'nai B'rith, or by one body on behalf of a coalition of these organizations. (*Note: Research previously undertaken by Hanan Alexander and Steven M. Cohen could serve as the starting point for this project.*)

III. **Young families**

A. *General recommendations*

1. **SPECTRUM OF PROGRAMS:** Family programs should be developed for a broader time spectrum than is typically the case today. The current tendency is to

wait until families come to Jewish institutions (synagogues and sometimes JCCs) with school-aged children before seeking to engage them in Jewish identity-building programs. A preferred course would be for family educators to seek out couples at the time of marriage and begin family education from the stage of coupling. This would allow building more Jewish awareness into the early years of family life. Since many couples seek out a rabbi to officiate at the marriage ceremony, it is feasible to identify and contact these couples at this time and to try to build a continuous relationship between family and synagogue. At the other end of the spectrum, most family education programming is designed for families with young (or at least pre-Bar/Bat Mitzvah aged) children. Special efforts should be made to expand programming for families with older children when new life-issues are being encountered and new modes of learning can be utilized. Also, other family members, e.g., grandparents, can be part of family education programming and have a significant influence on the Jewish development of their grandchildren.

2. **ENABLING AND EMPOWERING:** The purpose of Jewish family education should be to offer family members the skills and motivation they need to take responsibility for their own Jewish lives. Professionals and formal programs can assist this process greatly, but family programming should not be permitted to become a surrogate for self-directed Jewish growth. Sharing Jewish experiences with other families in or outside the home (which is often a key component of family education programming) is an important experience in its own right, but families and their individual members should also be encouraged to undertake Jewish learning and self-expression as a personal and family activity *lishma*, for its own sake, outside the context of programs.

B. *Specific initiatives*

1. In light of the explosion in Jewish family education in recent years, there is an urgent need to create and expand mechanisms for networking, training, technical assistance, and program evaluation. Building on the work currently being done in these areas by academic institutions, local agencies, special centers such as the Whizin Institute, and expert practitioners, a "Council on Jewish Family Education" should be established to coordinate efforts to develop family education as a professionalized field. The Council could take on responsibilities in such areas as: exchange of information, advocacy, identification of expert consultants, development of curricular standards for training, and organization of program evaluation. Initial funding for the Council should be sought from existing continental bodies and from private foundations.

IV. **Adult seekers**

A. *General recommendations*

1. **MOBILIZING THE COMMITTED COMMUNITY:** The community of committed Jews is a wonderful resource for adults who are seeking a place in Judaism. Programs and venues should be set up or expanded for one-to-one adult mentoring, for sharing Shabbat and holiday home celebration, for *chevrotot* or pairs of Jewish learners. Helping Jews seeking to enrich their own Jewishness is a labor intensive, one-on-one effort that cannot be handled by professionals alone.
2. **NEW FORMATS FOR ADULT STUDY:** There has been a revolution in Jewish adult education in the last decade, but the revolution has not reached broadly into the community of adult seekers. Efforts should be made to expand substantially the opportunities available for adults to engage in high quality Jewish learning. These should include both the expansion and improvement of existing programs and the utilization of new modes and settings for Jewish learning (e.g., distance learning, video, multi-media).
3. **"COMMUNAL" OPTIONS:** Many of the new options being provided for adults to explore and possibly deepen their Jewishness are religious in orientation. But there is also room for using many of the other, often social and political, activities of the organized Jewish community as ways of drawing adult seekers back to their roots. All Jewish organizations should, therefore, give consideration to the ways in which their activities can serve as vehicles and foci for Jewish identity-building, and should make appropriate provisions for fully utilizing and highlighting this potential. This may involve introducing new activities such as Jewish learning as adjuncts to their core programs and engaging new or retraining staff.
4. **COMPUTER NETWORKS:** Computers have now become the progenitors of "virtual communities," tying together hundreds or thousands of individuals who can converse with one another and share information and experiences without ever meeting face to face. The Jewish community should take greater advantage of computer technology, especially networking, to encourage Jews to communicate with other Jews (in a non-threatening mode) and to explore Jewish ideas and information.

B. *Specific initiatives*

1. Congregations that have not already done so should establish programs to mobilize and train their active members to become "inreach" workers in a variety of settings. These may include becoming hosts for Shabbat and holiday programming, conducting learners *minyanim*, mentoring new congregants, and organizing study groups and *havurot*. The religious movements should provide expanded support for these efforts through additional development of materials,

programs for training-the-trainers, and active promotion of such programs with their synagogues, rabbis, and educators.

2. Communities that have not already done so should undertake community-wide planning for the expansion and improvement of adult Jewish learning. These planning efforts should address such issues as: needs assessment, marketing, development of programs at different levels, identifying/training teachers and facilitators, building linkages to universities and other settings, utilizing and adapting national models and resources (Melton Adult Mini-school, CLAL, Wexner Heritage Program, etc.), new formats (distance and electronic learning) and program evaluation. The plans developed should guide local initiatives. *(Note: The report of JESNA's Task Force on Adult Jewish Learning contains suggestions as to how such a planning process might be carried out.)*
3. Training institutions for Jewish professionals should institute and/or expand pre- and in-service training in the area of adult Jewish learning. Rabbis and Jewish educators in particular should be prepared to serve as adult educators who understand and can utilize appropriate adult learning methodologies.

C. *Further study and planning*

1. A consortium of organizations and foundations should convene a continental conference on "Technology and the Jewish Community" to examine the impact of a range of new communications technologies on Jewish education and Jewish communal life. The conference should examine both the current status and future potential of computer networking and audio, video and multi-media technologies as vehicles for Jewish identity- and community-building, and the range of issues involved in trying to fully utilize this potential, including funding, coordination of efforts, distribution, maintaining quality standards, etc. The conference should involve Israelis as well as North Americans, and experts from outside as well as within the Jewish community. The conference should also consider what type of framework(s) might be established to continue the process of examination, exchange and development.

WORKING GROUP 2: ENGAGING DIVERSE POPULATIONS – STRATEGIES FOR REACHING AND INVOLVING JEWS OUTSIDE THE INTENSELY AFFILIATED CORE

Preliminary Report and Recommendations

Introduction

Our ability to assist Jews to grow continually in their Jewishness depends on at least two factors: 1) the capacity of our institutions to offer Jews meaningful and worthwhile experiences; and 2) their readiness and willingness to embrace Jewish growth as a personal goal. However, many Jews -- even some who are institutionally "affiliated" -- have not yet found routes into Jewish life which have been personally meaningful and have led to deeper attachments. For some, this may be a product of past life experience (or the lack thereof) or present life circumstances. Some may be seeking to connect Jewishly in modes or arenas where our institutional resources and responses have been weak.

This means that alongside our broad based strategies for strengthening Jewish identity, special efforts will be required to engage the diverse populations of Jews who are at or outside the margins of Jewish institutional life in order to help them find motivations and opportunities for more active engagement. Here too, a variety of strategies will be needed, utilizing different media and different approaches.

The Working Group on Engaging Diverse Populations decided to focus its attention on one segment of the Jewish population -- young Jewish adults who are "between campus and family formation." The Working Group felt that this population segment was of special importance because so many young Jews appear *not* to be engaged with Jewish institutions, nor to express their Jewish identities actively in other ways, and because it is during this life-stage that critical decisions are made which can have lifelong impact (choice of friends, choice of spouse).

However, in selecting young Jewish adults as a focus of concern, the Working Group also wished to emphasize the paradigmatic character of this population segment: the issues involved in Jewishly engaging and responding to the needs and concerns of Jewish young adults are in many ways similar to those that are encountered when seeking to engage the many Jews of all ages and in all life-stages, grouped under a variety of possible rubrics, who do not seek out or maintain enduring connections to "mainstream" Jewish institutional life.

Recommendations are offered below in two categories:

1. those that relate to the general challenges and issues involved in engaging diverse populations of Jews; and

2. those that relate specifically to Jewish young adults (but which might be suggestive of strategies and actions that could be utilized with respect to other segments of the Jewish populace as well).

I. General issues and challenges in engaging diverse populations

A. General Recommendations

1. The Jewish community should seek to provide multiple "points of entry" for Jews to correspond to their diverse interests and needs. Some of these points of entry will be traditional institutions and activities, but others will need to be non-traditional both in form and content. Areas such as social action, the arts, athletics, professional concerns, life cycle issues, hobbies and special interests, and spiritual questing all need to be recognized as offering possible points of entry, and appropriate activities in these areas need to be developed in order to engage greater numbers of Jews.
2. The Jewish community must carefully reexamine its language and the attitudes and assumptions underlying this language in speaking and thinking about all those who are not visibly connected to Jewish life. Concepts like "outreach" and "*keruv*," though clearly well-intended and appropriate, may carry the implication that Jews who do not participate in mainstream Jewish institutions need to join these frameworks in order to have meaningful Jewish lives. An alternative perspective would try to learn what such individuals may be seeking in and from their Jewishness, and to assist them in building their own Jewish frameworks for achieving these goals. Though sometimes in tension, these two perspectives must be complementary dimensions of the community's engagement with such Jews.
3. The Jewish community must actively seek to indicate to those not currently visibly connected to Jewish life that they are valued as Jews and that their needs and concerns are of importance to these institutions. To the extent that programs are being mounted to try to respond to these needs and concerns, these programs should be aggressively publicized, since there is evidence that many of those who are not engaged are unaware of opportunities for involvement that may be attractive to them.
4. In order to develop effective strategies for engaging Jews who are not visibly connected, Jewish institutions must devote serious attention to and discussion of the needs, concerns, and characteristics of these individuals. This includes not only talking *about*, but talking and listening *to* these Jews.

5. Institutions should understand that the needs, interests, values, and behaviors of individual Jews are both diverse and continually evolving. In order to remain effective and relevant in the lives of Jews, institutions must be prepared both to change with them and to let (and even help) them change, which will sometimes result in new institutional affiliations.
6. Institutions that wish to engage in "outreach" or "*keruv*" work should recognize that this work must be personalized and pursued with energy and commitment if it is to have a good chance of succeeding. These institutions must, therefore, be prepared to devote the resources, and especially the human resources, required to maximize their effectiveness in this work.

B. *Specific initiatives*

1. The organizations represented on the Commission (and others as appropriate) should promote active discussion among their constituents about the importance and the challenges involved in engaging Jews currently not involved in mainstream Jewish life. These discussions should emphasize the importance of adopting new perspectives and new language in talking with and about such Jews.
2. A coalition of organizations represented on the Commission (and others as appropriate) should develop resource materials and/or leadership development seminars that could be utilized both with their own members and constituents and with local continuity commissions to educate them around the issues of engaging diverse populations.

C. *Further study and planning*

1. A major research effort should be launched to learn more about Jews who are not currently or who are only intermittently involved in mainstream Jewish institutional life. Building on what is currently known, this research should seek to illuminate:
 - a) the types and characteristics of those who are minimally or not at all engaged;
 - b) the self-expressed needs and concerns of these individuals;
 - c) the perceptions of Jewishness, Judaism, Jewish institutions, and the Jewish community among these individuals;
 - d) potential triggers for change -- what might impact on the life choices and decisions of these individuals?
2. An inventory should be prepared of current programs and activities designed to engage Jews who are currently uninvolved in mainstream institutional activity. To the extent possible, the inventory should assess the effectiveness of these programs and what has been learned from them. (*Note: Information already*

gathered in this area, e.g., by Chaverim Kol Yisrael, could be utilized to facilitate the preparation of this inventory.)

II. Jewish young adults

A. General recommendations

1. The community must accord a higher priority to working with the young adult population (defined roughly as those who are "between the campus and family formation"). In the continuum of Jewish development, this age group is significantly underserved. In light of current rates of intermarriage, waiting until young Jewish adults begin to have children in order to seek to engage them Jewishly may, in many instances, be too late.
2. Efforts to engage Jewish young adults must be guided by a sophisticated understanding of the life-situation and typical concerns and characteristics of these individuals. "Jewish" issues must not be isolated from issues rooted in economic, social, cultural, gender-related, and cohort-related experiences and concerns. Programs should be geared to the needs of these individuals (rather than those of the institutions), and should seek to provide Jewish contexts and contents in and through which these needs can be met.

Note: The Working Group sponsored an initial consultation exploring characteristics of the Jewish young adult population, as well as the premises of some of the more ambitious current Jewish communal efforts to engage young adults. A summary of this consultation is available from the Commission.

3. A mix of strategies and activities should be employed in seeking to engage Jewish young adults more effectively. These should include:
 - a) finding ways to encourage greater participation by young adults in religious and communal activities designed for multiple populations (e.g., volunteer activities, organizational leadership, educational and cultural programs, social action, religious worship);
 - b) activities sponsored by mainstream institutions targeted specifically for young adults; and
 - c) support for self-initiated activities created by groups of young adults, including those that take place outside of mainstream frameworks.
4. Promoting peer networking (friendship networks) among Jewish young adults should be a primary goal of all initiatives targeted toward this population. (This is especially important in order to counteract the growing role of the workplace -- generally non-Jewish in character -- as a locus for the development of personal relationships.)

5. Institutions must make greater efforts to be open and welcoming to young adults (especially single young adults), and to be perceived as such. Institutions should examine not only their programs, but their structures (e.g., location, facilities, hours of operation), financial policies, atmosphere, and "hidden messages," to determine the extent to which these are encouraging or impeding the involvement of young adults.

B. *Specific initiatives*

1. CJF should actively encourage federations to expand their activities in working with Jewish young adults. Existing program models that show signs of success, such as those in Atlanta, Montreal, San Diego and other communities, should be widely publicized. A framework should be developed for providing consultation and assistance to communities wishing to adapt these program models for local use.
2. Local federations should seek to expand their funding for programs with, by, and for Jewish young adults. Such funding should include grants to groups of young adults for self-initiated programming.
3. Young adults should be given greater visibility in Jewish communal settings and events. All organizations (local and continental) should seek ways of visibly involving young adults at meetings and conferences, and should provide places for them on boards and committees.
4. Training institutions and continental organizations that offer professional development programs should provide specific training in the new strategies and techniques required to work effectively with Jewish young adults. Practitioners in this area should receive additional recognition and encouragement from communal organizations.
5. Vehicles should be created to allow professionals working with Jewish young adults to share successes and to refine the "state of the art" in this area. As an initial step in this direction, CJF, JCCA, the rabbinical organizations and any other interested bodies should sponsor a conference of professionals working with (or interested in working with) young adults, similar to the conferences held in the past for Jewish acculturation professionals working with new immigrants.

C. *Further study and planning*

1. The organizations represented on the Commission (and others as appropriate) should convene a task force on young adults (similar to the CJF-sponsored task forces on services to college students and to the intermarried). This task force should be charged with continuing the work of the Commission's Working Group,

including research and policy/program development, and with making recommendations for further action. The task force should include representatives from federations, the religious movements, other organizations working in this area, and (most importantly) young adults themselves, including some who are not involved in mainstream Jewish institutional life.

2. Either in conjunction with or alongside this task force, a "marketing group" should be convened consisting of people who have expertise in working with and reaching young adults in the general society to examine ways in which their knowledge and techniques could be applied in the Jewish community. Possibilities that might be explored include:
 - a) an e-mail system targeted especially for Jewish young adults;
 - b) a high quality magazine geared for Jewish young adults; and
 - c) marketing campaigns orchestrated around public events or phenomena (such as the release of "Schindler's List") that may "draw out" previously passively identified Jews.

3. The synagogue movements and the JCC Association should examine current policies among their institutional members regarding the cost of affiliation for young adults (dues structures, scholarship policies, etc.). As part of this examination, the movements and JCC Association should explore together the potential for developing cooperative affiliation arrangements at greatly reduced cost for young adults, perhaps along the model of the Chicago Kehilla project.

WORKING GROUP 3: STRENGTHENING INSTITUTIONS AND BUILDING COMMUNAL COOPERATION -- STRATEGIES FOR HELPING INSTITUTIONS DEVELOP THEIR FULL POTENTIAL

Preliminary Report and Recommendations

Introduction

To develop and implement the quantity and quality of programmatic initiatives needed in order to reach and engage significant numbers of Jews in Jewish growth will be a massive task. As currently constituted, operated, and funded, it is doubtful whether our institutional infrastructure is up to this task. Even where the will is present -- as it increasingly is -- a variety of barriers prevent our institutions from fulfilling their potential as entry-points and support-systems for Jewish identity development and expression, and for the creation of genuine community.

Strengthening institutions is, therefore, a vital component of the Jewish continuity agenda. This work involves two dimensions: 1) renewing and building the capacity of institutions at the front-lines of identity development, especially synagogues; and 2) strengthening inter-institutional cooperation, both to create linkages and synergies between programs and settings and to provide institutions with resources and supports that cannot be generated internally. The strategies needed to achieve these objectives will be both direct -- e.g., bridging the still real gap in language and culture between synagogues and federations -- and indirect -- e.g., developing cadres of professionals who can implement effectively the mass of new programmatic initiatives emanating from revitalized and refocused institutions. Finally, the entire framework for securing and allocating financial resources for Jewish activities will need to be reexamined if institutional strengthening and renewal is to proceed on the scale required.

The Working Group on Strengthening Institutions and Building Communal Cooperation adopted the following statement of principle to guide its recommendations:

Our goal is to strengthen the capacity of Jewish institutions to be effective settings for Jewish learning and for Jewish identity formation and its public and private expression. We value coalition building among Jewish institutions, locally and continentally, as a means of accomplishing this goal and of creating a more vital Jewish community.

The Working Group's recommendations encompass four areas:

1. Promoting institutional self-assessment, capacity growth, and renewal
2. Identifying and overcoming barriers to expanded communal cooperation
3. Local initiatives to strengthen institutions and build communal cooperation
4. Continental initiatives to strengthen institutions and build communal cooperation

I. Promoting institutional self-assessment, capacity growth, and renewal

A. General recommendations

1. All Jewish institutions should commit themselves to regularly assessing their effectiveness in fostering Jewish identity and to engaging in systematic efforts to improve their capabilities and performance as settings for identity development and expression.
2. An advocacy effort should be undertaken by the Commission and the organizations represented on it to stimulate the desire to engage in the process of renewal by emphasizing the need for change and a vision of what is possible. Elements of this effort should include:
 - a) developing and offering financial support and incentives
 - b) promulgating a variety of models of success
 - c) providing data that arouse concern about current problems
 - d) appealing to institutions' sense of mission
 - e) encouraging risk taking
 - f) giving "permission" for self-assessment by providing assurance that doing so is an indication of institutional strength and vitality, not weakness or failure.

(Note: A number of these strategies are elaborated upon in the recommendations below.)

C. Further study and planning

1. Research and experimentation should be undertaken to amplify our understanding of the experiences and factors that promote positive Jewish identity development. The results of this research should be made available to institutions to help stimulate and guide their efforts toward institutional improvement and renewal.

II. Identifying and overcoming barriers to expanded communal cooperation

A. General recommendations

1. Institutions, both local and continental, must be prepared to address seriously the barriers that inhibit enhanced communal cooperation. These barriers include:
 - a) communication deficiencies
 - b) lack of a common vocabulary
 - c) institutional self-absorption, parochialism, and protection of "turf"
 - d) disparities in resources between institutions
 - e) resistance to change
 - f) conflicting values between institutions

- g) inadequate funding
- h) lack of a sense of urgency
- i) uncertainty about the efficacy of particular institutions and programs.

Unless these factors are dealt with explicitly in the course of efforts to build stronger relationships between and among institutions, these efforts are unlikely to succeed. Specific strategies to overcome these and other barriers must be part of ongoing attempts to expand communal cooperation.

2. Comprehensive strategies for expanding communal cooperation must also address a series of relationships. These include relationships between:
 - a) federation and synagogues
 - b) synagogues and JCCs
 - c) the religious movements and other national bodies
 - d) federation and its agencies
 - e) different synagogues and religious movements
 - f) lay leaders and professionals within institutions
 - g) professionals working in different fields and settings (e.g., rabbis, educators, and communal workers)

Unless all of these relationships are considered and dealt with in the course of continuity planning, it is unlikely that significant progress can be made in developing and sustaining a climate of communal cooperation.

B. *Specific initiatives*

1. Institutions should take specific steps to increase and improve their communication with other institutions in their communities and to create a climate conducive to enhanced cooperation. These steps might include:
 - a) exchanges of site visits by institutional leaders
 - b) joint meetings and other activities of boards and committees
 - c) distribution of newsletters and other publicity and resource materials from other institutions
 - d) joint forums examining community issues.
2. Synagogues and other institutions and agencies should educate their members about the larger Jewish community and its overall needs, as well as sensitizing them to the needs and strengths of other institutions in the community.
3. Where they are not already doing so, federations should take specific steps to promote synagogue membership and participation, and to enhance the role of synagogue leadership within the federation and federation agencies. These steps might include:
 - a) regularly publicizing synagogue activities in federation communications
 - b) prominently including synagogue leaders in community-wide events
 - c) actively recruiting synagogue leaders *as synagogue leaders* for positions

on federation and agency boards and committees and encouraging them to articulate perspectives growing out of their synagogue involvement.

C. *Further study and planning*

1. The research and experimentation called for above on Jewish identity development should also be used to encourage trans-institutional strategizing on how to enhance the synergies among the identity-building activities of various institutions and on how institutions can use their respective strengths more effectively to reinforce one another's efforts and cooperate more extensively in working with specific, especially challenging populations such as adolescents, single young adults, single-parent families, and intermarried families.

III. Local initiatives to strengthen institutions and build communal cooperation

A. *General Recommendations*

1. Continuity planning at the local level should be conceived and conducted as a collaborative process involving the full array of local institutions and leaders. Federations and synagogues in particular should be visible partners in this endeavor, and should recognize and publicly express their commitment to strengthening one another's capabilities and roles in promoting Jewish continuity.
2. Local funding for Jewish continuity initiatives should be made available on an equitable basis to all of the institutions that are prepared to participate in such initiatives. Synagogue and religious movement programs should be eligible for support from federations on the same basis and with the same accountability criteria as programs of traditional federation agencies.
3. Initiatives to strengthen institutional capacity should be a central and explicit strategy in local continuity endeavors. Local leaders should recognize that assisting front-line identity-building institutions to develop their capabilities and, where necessary, undertake processes of institutional transformation is critical to the long-term success of continuity efforts, alongside and in addition to specific programmatic initiatives.
4. Communities and institutions engaged in continuity initiatives should incorporate leadership training and development as an important component of these initiatives.
5. Communities engaged in continuity initiatives should take steps to encourage collaboration among professionals (rabbis, educators, communal service workers) across categories and settings. These might include the establishment of

professional planning teams to address specific issues, joint educational activities, and planned visitations by professionals to institutional settings other than their own.

6. Communities engaged in continuity initiatives should take steps to foster mutual respect among lay and professional leaders. These might include providing opportunities for lay and professional leaders to study together, retreats for leaders and their families, and incorporation of sessions on lay-professional relations in lay leadership and professional development programs.

B. *Specific initiatives*

1. Local federations, endowment funds, and private foundations should make additional resources available for projects aimed at enhancing institutional capacity, including lay leadership and professional development activities.

IV. **Continental initiatives to strengthen institutions and build communal cooperation**

A. *General recommendations*

1. Continental organizations should actively encourage and support their local members and constituents to work for institutional improvement and enhanced communal cooperation along the lines suggested in this report. This encouragement and support should include:
 - a) advocacy through organizational conferences, publications, meetings, etc.
 - b) publicity for and dissemination of successful local efforts
 - c) incentives, including financial support, to promote improvement efforts
 - d) technical assistance in planning for, implementing, and evaluating improvement efforts.
2. Lay and professional leaders of continental agencies and movements should participate in dialogues across institutional boundaries to explore their visions for Jewish life and to seek to develop shared visions, vocabularies, and values wherever possible (while respecting diversity). These agencies and movements should encourage their local constituents to participate in similar dialogues. Special attention should be given to building closer relationships between the synagogue movements and the federated system.

B. *Specific initiatives*

1. The institutions that train rabbis, communal workers, and educators should increase the number and quality of learning experiences (courses, seminars, internships) that will prepare their graduates to initiate and successfully

implement institutional improvement efforts and to work collaboratively with other Jewish professionals.

2. Continental agencies (CJF, JCC Association, JESNA, congregational federations, etc.) serving local constituents should develop technical assistance capabilities and programs to facilitate and assist the renewal efforts of their constituents. Such assistance might be provided through in-house departments or by contracting arrangements with outside consultants. This assistance should be made available to constituents on a proactive basis. Local institutions interested in engaging in improvement or renewal efforts should be encouraged and assisted to form networks with staff and other support provided by their continental umbrella organizations.
3. A consortium of these agencies should assume responsibility for developing or commissioning the development of self-assessment and self-improvement resource materials for use by Jewish institutions. These might include workbooks, assessment criteria and checklists, model seminars and workshops, and resources and reference guides on visioning, strategic planning, strategic marketing, etc. Once developed, these materials should be made available to all institutions through their respective umbrella organizations.
4. CJF and the religious movements, with the involvement of other organizations as appropriate, should design and implement model joint leadership and professional development programs for synagogue, agency, and federation leaders. These programs should focus on both the skills needed to undertake institutional improvement efforts and on the exploration of Jewish values and their application to contemporary Jewish issues.
5. CJF and the religious movements, with the involvement of other organizations as appropriate, should jointly sponsor "think tanks" and retreats for their continental and local leadership. These "think tanks" and retreats should serve as settings within which leaders will examine ways to bridge gaps in language, philosophy, and perspectives between the synagogue movements and federated system.
6. Foundations should continue and expand the financial support they have been providing for initiatives aimed at institutional strengthening and transformation. In addition, foundations should explore ways of further coordinating their efforts in such areas as program evaluation, dissemination, and the development of instrumentalities to provide technical assistance to renewing institutions.
7. CJF should take the lead in establishing a Funding Resources Clearinghouse which would seek out and make available to all Jewish institutions information on potential sources of non-traditional financial support, especially government programs and non-sectarian foundations.

C. *Further study and planning*

1. A report should be prepared describing and analyzing initiatives already undertaken or underway (especially successful ones) to strengthen institutions and build communal cooperation on the local level. Information should also be included about parallel experiences in non-Jewish settings. The report should include an analysis of key factors promoting or inhibiting success and descriptions of the processes employed to seek change.
2. A continental planning process should be initiated to address the shortage of qualified professional leadership for Jewish continuity, especially in Jewish education and communal service. Issues to be examined should include financial compensation, lack of respect for Jewish professionals, inadequate career options, etc. (*See the similar recommendation made by Working Group 4.*)

WORKING GROUP 4: CREATING CONTINENTAL PARTNERSHIPS -- STRATEGIES FOR PROMOTING COOPERATIVE ACTION TO ADDRESS CONTINENTAL ISSUES

Preliminary Report and Recommendations

Introduction

Though much of the Jewish continuity agenda must be implemented by and within local communities and institutions, key elements of what must be done can only be addressed at the continental level. Some of the underlying dynamics that have weakened Jewish identity in North America -- e.g., the high levels of Jewish mobility -- are themselves continental phenomena which can be dealt with only through collaboration across local boundaries. A number of the initiatives that are emerging locally to strengthen identity and institutions are unlikely to realize fully their objectives without parallel supportive activity at the continental level. This ranges from facilitating the flow of information, to creating a positive climate for new partnerships, to massing the resources of many systems and organizations to tackle some of the most challenging problems we face in seeking to expand Jewish identification and involvement (e.g., the cost of Jewish commitment).

Creating a framework within which collaborative continental initiatives can be proposed, discussed, and embraced is one of the major objectives of the Commission. Strategies for building a continental system that can more effectively support the changes we seek at the individual and institutional level are, therefore, another key piece of the continuity agenda.

The Working Group on Creating Continental Partnerships identified five key areas in which it wishes to make recommendations. These areas are:

1. Continental advocacy for Jewish continuity
2. Development of professional leadership for Jewish continuity and education
3. Continental networking and sharing of information
4. Research and evaluation of current and new continuity projects
5. Ongoing collaborative planning at the continental level

The Group recognized that the implementation of its recommendations in these areas will require commitment and initiative on the part of the institutions and organizations represented on the Commission, since the Commission itself will not be an implementing body. In some instances, the Working Group has suggested which institutions might take the lead in moving its recommendations toward implementation; in others, it has not made suggestions, but urges that the issues be addressed through discussion among the institutions themselves. In most cases, the Working Group envisions that successful implementation of its recommendations will require cooperation among a number of organizations, and, in a few instances, new frameworks may even need to be created.

I. Continental Advocacy for Jewish Continuity

A. *General Recommendations*

1. There must be persistent and targeted advocacy by leaders at every level and in all institutional settings to keep Jewish continuity at the forefront of organizational and communal agendas. Advocacy efforts should be directed especially toward those with the capacity to influence other Jews through their public identification with the Jewish continuity agenda and toward those with the ability to generate and channel substantial resources into the work of building Jewish identity and community.
2. In order to strengthen advocacy efforts, information from a variety of disciplines in addition to demography that supports key elements of the continuity agenda (e.g., psychological, sociological, and anthropological research on the importance of "community") should systematically be made available to decision makers and the Jewish community at large.
3. There should continue to be a broadly constituted group (like the Commission) which can serve as a focal point for advocacy efforts on the continental level.

B. *Specific initiatives*

1. A "central address" for advocacy activities should be set up under the sponsorship of a coalition of continental agencies to put out a regular flow of Jewish continuity related stories, announcements, speeches, and resource materials. These might be organized around a "message of the month" which organizations would highlight simultaneously. The "central address" might be located in one agency which would agree to assume operational responsibility for the work or in a public relations firm selected by the coalition for this purpose.
2. As part of this effort, the Jewish press throughout the continent should be urged to establish regular "beats" dealing with Jewish continuity, education, and identity. Stories and columns, especially those highlighting positive achievements and model programs, should be published on a regular basis and syndicated by the JTA and/or American Jewish Press Association (similar to the Parshat Hashavuah columns that appear in many local Jewish newspapers).
3. CJF must ensure that a major substantive program dealing with Jewish continuity is featured at each Quarterly and Leadership Institute. In addition, a local continuity initiative should be highlighted at each meeting.

4. Individuals from a broad range of institutions involved in and committed to the Jewish continuity agenda should be brought together periodically as a continental "network" for Jewish continuity. Satellite and other electronic conferencing technologies should be used to enable these individuals to share information and to encourage their continuing activism.
5. Teams of leaders from different organizations (e.g., a national federation leader and synagogue movement leader) should travel to local communities to meet with leaders, provide briefings (including on the recommendations of this Commission), and encourage intensified cooperative local activity.
6. CJF should convene an inter-organizational planning group to develop a continental advocacy plan for Jewish continuity dealing with such issues as public relations, "lobbying" of influentials, and communication with potential sources of financial support. Experts from outside the organized community should be involved in this planning effort. Assessment of the effectiveness of various advocacy approaches for specific target audiences should be a part of the overall planning process.

II. Development of professional leadership for Jewish continuity and education

A. *General recommendations*

1. Communities and institutions engaged in Jewish continuity planning should recognize that program initiatives, no matter how well conceived, cannot succeed unless there are qualified professionals to implement them. They should, therefore, include professional development as a key component in their continuity initiatives. Building the profession of Jewish education in particular, as urged by the Commission on Jewish Education in North America, is essential if current continuity efforts are to be effective.
2. All Jewish professionals, regardless of position or field, should see themselves as playing a role in promoting Jewish continuity and building Jewish identity. This recognition should color their professional activities and behavior. The Jewish community should seek to ensure that all professionals possess the requisite knowledge, values, and skills to fulfill this role effectively.
3. Special attention in the recruitment, training, and placement of professional personnel should be given to the needs and problems of smaller and isolated communities. Models for sharing and rotating personnel among communities should be encouraged.

B. *Specific initiatives*

1. The major continental systems and institutions which provide pre-service and in-service training for Jewish professionals should develop additional training opportunities that cross institutional boundaries and which bring professionals from different fields and settings together (e.g., joint training programs for congregational rabbis, educators, and federation staff).
2. Recognizing the need to bring additional quality professionals into the field of Jewish education, training institutions, continental agencies such as JESNA, CIJE, CAJE and the JCC Association, and the religious movements should work together to develop programs that will train (or retrain) rabbis and academics for educational positions. These individuals may be especially interested in and well suited for new professional specializations such as "adult Jewish educator," "Judaic content specialist," and "communal scholar-in-residence."
3. A coalition of training institutions and communal agencies should undertake experimental and pilot projects incorporating non-traditional approaches to recruitment for Jewish professions. Funding for these projects should be sought from private foundations and from federation and institutional endowment funds. The success of these pilot efforts should be closely monitored, and additional resources made available to institutionalize and disseminate promising approaches.
4. Educational and communal institutions should develop trans-institutional and local-continental partnerships that seek simultaneously to create and to recruit and train candidates for economically viable positions in key underprofessionalized areas of specialization such as parent and family education, youth work, camping, and Jewish cultural programming. Federations and foundations should be encouraged to target additional financial support for the development of these professional specializations.

C. *Further study and planning*

1. The CIJE should convene an inter-institutional group to examine existing research and communal initiatives (e.g., in the CIJE Lead Communities) in order to determine the scope of current needs for professionals, especially in Jewish education, and to assess the most promising strategies for meeting these needs. Based on this examination, a comprehensive plan for developing professional leadership for Jewish education and continuity should be prepared.
2. CJF and the denominational and other continental institutions engaged in training rabbis, educators, and communal workers should examine together ways of building closer linkages between these training programs and local communities.

This examination should include consideration of new programs such as community-based internships for rabbinical students, as well as the development of new sources of funding for training, including federation support.

3. The religious movements, educator training institutions, JESNA, CIJE, and CAJE should convene a special planning process to examine new ways to meet the needs of smaller Jewish communities for qualified professional Jewish educators.

III. Continental networking and sharing of information

B. *Specific initiatives*

1. The Commission or a successor should serve as a "clearinghouse" for gathering and disseminating information on continuity initiatives. The "clearinghouse" should build on the work done by the Commission in gathering information on nationally sponsored programs, and by CJF/JESNA and CJF-Canada in compiling information on local community initiatives. Information maintained by the "clearinghouse" should include:
 - a) reports on how commissions are doing their work, areas being addressed, and strategies selected;
 - b) plans for implementing continuity programs, including budgets, timelines, etc.;
 - c) program descriptions; and
 - c) evaluation strategies and assessments.
2. CJF and JESNA should convene the organizations currently developing computerized networks for sharing information among their constituents (these include CJF, JESNA, the JCC Association, Hillel, and some of the religious movements) to encourage them to include areas for exchanging information and resources dealing with Jewish continuity and education. The organizations should seek to coordinate their respective efforts so as to ensure that users can readily access information from a variety of sources, and should explore the possibility of cooperatively developing a single continuity and education network. The organizations should also be encouraged to make their information available through local networks. CJF (or another organization willing to do so) should assume responsibility for periodically preparing a directory of networks with Jewish continuity and education-related information.
3. CJF should take the lead in developing a system for "tracking" Jews as they move from community to community or life-stage to life-stage (e.g., students leaving the college campus). This information should be made available to the full range of organizations in the communities into which individuals or families are moving.

IV. Research and evaluation of current and new continuity projects

A. *General recommendations*

1. The Jewish community has historically under-utilized and under-supported research as a critical tool in decision-making. In order to respond effectively to the continuity challenge, organizations must give higher priority to research in general, and especially to research on Jewish education and identity-related issues, and must make additional resources available for this purpose. Such research should include both quantitative studies and qualitative research.
2. All continuity initiatives at the local and continental levels should make provision for evaluation in their design and implementation.

B. *Specific initiatives*

1. The National Jewish Population Survey being planned for the year 2000 should include additional questions related to Jewish identity and education which will permit a fuller analysis of the factors which impact on identity development and of the effects of Jewish education in a variety of forms and settings. In addition, ethnographic, focus group, and other forms of qualitative research should be undertaken to supplement, complement, and assist in the interpretation of quantitative research findings.
2. Continental agencies should assist their members and constituents to enhance their evaluation capabilities. This assistance could include training in evaluation principles and methodologies, the establishment of evaluation teams to work with local organizations, and the publication of evaluation guidelines.
3. Continental agencies should undertake evaluation studies of selected existing and new Jewish continuity initiatives in their respective domains of activity. The results of these evaluations should be shared among organizations and with the general Jewish public to provide guidance in further program development.

C. *Further study and planning*

1. As called for in *A Time to Act*, the report of the Commission on Jewish Education in North America, CIJE and JESNA should launch a planning initiative aimed at significantly enhancing the quantity and quality of Jewish educational research in North America. This initiative should address the issues of: a) a research agenda; b) expanding research capacity; and c) training of researchers. Participants in the initiative should include CIJE, JESNA, the Association of Institutions of Higher Learning for Jewish Education, the Jewish Education Research Network, other

interested universities, and the Jewish education commissions of the religious movements.

V. Ongoing collaborative planning at the continental level

A. *General recommendations*

1. The organizations represented on the Commission on Jewish Identity and Continuity should commit themselves to continue to work together to address continuity issues at the continental level and should actively encourage their local members and constituents to participate in collaborative planning processes on the local level. Organizations should take positive steps to promote among their constituencies an understanding that Jewish continuity is a community-wide issue and is not "owned" by any single group or movement.

B. *Specific initiatives*

1. CJF should establish a special committee on Jewish continuity, in cooperation with JESNA and CIJE, and with the involvement of the religious movements and other national bodies, to coordinate planning activities for the federated system in selected areas relating to Jewish identity, continuity, and education. Other organizational systems and movements should create similar "addresses" for Jewish continuity planning for their constituencies where these do not already exist.
2. CJF should, as part of its National Foundations Initiative, seek to work with foundations with Jewish interests to explore how foundation resources can be utilized most effectively to support the Jewish continuity agenda.
3. The Commission, a successor, or CJF should convene a planning group, drawn from organizations represented on the Commission, to conceptualize and develop a framework for ongoing inter-organizational planning on Jewish continuity issues. In addition to providing a setting where organizations can come together to discuss issues of shared concern, this framework might include specialized think tanks and technical assistance centers operating in areas such as leadership development, outreach programming, integration of migrants, etc. and the assignment of "lead agency" responsibilities for study, analysis, and planning activities in particular areas to various organizations and movements.



COPY

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

September 21, 1994
16 Tishri 5755

Dr. Jonathan S. Woocher
North American Commission on
Jewish Identity and Continuity
730 Broadway, 2nd Floor
New York, NY 10003

Dear Jonathan:

Thank you for sending me a copy of Gordis' paper.

I don't know why you should thank me for "moving the Commission process forward." I did so precious little. As a matter of fact, I won't even be able to attend the Denver meeting. Generally speaking, I do not attend the G.A. sessions as they conflict with our own, or at any rate, are close enough to our conventions to make it impossible for me to be there. I hope you understand and in understanding, forgive.

I reciprocate your good wishes for a g'mar chatima tova.

Sincerely,

Alexander M. Schindler



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

MEMORANDUM

TO: Members of the working group on Engaging Diverse Populations

FROM: Tom Freudenheim and Richard Joel

DATE: August 1, 1994

SUBJECT: Meeting and consultation on September 22

At our working group meeting following the Commission meeting on July 26, we agreed to schedule a **full-day meeting of the working group on Thursday, September 22.** (Details regarding exact time and location will be forthcoming.)

The meeting will incorporate a consultation with a number of individuals who are part of, work with, and/or are knowledgeable about the target population we have agreed to focus on: young adults.

At our April meeting we determined that holding such a consultation in order to gain a clearer understanding of some of the issues involved in engaging young Jewish adults and of work already being done would be an important step in formulating our own recommendations to the Commission. The target date for presenting these recommendations is the Commission's November 16 meeting; hence the need to schedule this consultation in September, even though we will be in the midst of the holiday season.

Prior to the September 22 meeting we will be sending out some background material, as well as a detailed agenda for the day. If you have or are aware of material that you think should be circulated to the members of our working group, please be in touch directly with Jonathan Woocher at the Commission office.

It is also not too soon to begin thinking about the recommendations we might wish to make. We anticipate that all of the groups will be proposing three types of recommendations:

- a. *general recommendations*, which identify important principles and approaches that should be incorporated in the ongoing continuity activities of local communities and other bodies (e.g., the need to develop a new language for talking about Jews who are not active in mainstream communal organizations);

- b. *recommendations for specific new initiatives* (e.g., efforts to replicate successful models for engaging young adults that we have learned about); and
- c. *recommendations for further study and planning* in areas where this is required, including who might be charged with the responsibility for carrying out this work (e.g., focus group research with young adults).

Although we will not attempt to decide on particular recommendations until after our September 22 meeting, please feel free to submit recommendations you would like us to consider to Jonathan Woocher at any time prior to the meeting.

Please also fill out the enclosed reply sheet to let us know if you will be able to attend the September 22 meeting.

We look forward to seeing you then and to your continuing input into our work.

TO: Jonathan Woocher
FAX - 212-529-2009

I will _____ I will not ☒ attend Working Group II
meeting on Engaging Diverse Populations on Thursday,
September 22, 1994.

NAME: Alexander M. Schindler

IMPORTANT: PLEASE REPLY BY FAX IMMEDIATELY. THANK YOU.

*Regrets, I'll be out
of the city*

reply.let



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

August 29, 1994

TO: Ruth Rubinstein
Fax: (212) 529-5876

I will _____ I will not ☒ attend Working Group II
meeting on Engaging Diverse Populations on Thursday,
September 22, 1994 from 10:00 am - 4:00 pm at CJF, 730
Broadway, New York, NY.

NAME:

A. M. SCHINDLER

IMPORTANT: PLEASE REPLY BY FAX IMMEDIATELY. THANK YOU.

reply.let

*Regrets - I
will be out of
the City.*

Lauren Eichler
Bittker Fellow,
Hillel International
1640 Rhode Island Ave., NW
Washington, DC 20036

Esther Perel
307 West Broadway
Apt. 5E
New York, NY 10013

Rabbi Alan Silverstein, President
Rabbinical Assembly of America
Congregation Agudath Israel
22 Academy Rd.
Caldwell, NJ 07006

Leora Isaacs
JESNA
730 Broadway
New York, NY 10003

Barry Kosmin
CJF
730 Broadway
New York, NY 10003

Jeff Scheckner
CJF
730 Broadway
New York, NY 10003

Joan Strauss
CJF
730 Broadway
New York, NY 10003

Liz Hollander
CJF
730 Broadway
New York, NY 10003

Norbert Fruehauf
CJF
730 Broadway
New York, NY 10003

Carl Sheingold
CJF
730 Broadway
New York, NY 10003

Ed Kagan
Jewish Community Centers Association
15 E. 26th St.
New York, NY 10010

Jay Levenberg
Jewish Community Centers
Association
15 E. 26th St.
New York, NY 10010

Sol Daiches
Jewish Federation of
Greater Philadelphia
226 South 16th St.
Philadelphia, PA 19102

Dr. Herb Levine
National Havurah Committee
6670 Lincoln Drive
Philadelphia, PA 19119

9/22
DC

TO: WORKING GROUP IT: PLEASE FAX YOUR ATTENDANCE REPLY TO RUTH RUBINSTEIN. THANK YOU.

FOR YOUR INFORMATION: LETTER ATTACHED SENT AS INDICATED TO ABOVE INDIVIDUALS.



North American Commission

on Jewish Identity and Continuity

August 29, 1994

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

Lauren Eichler
Bittker Fellow,
Hillel International
1640 Rhode Island Ave., NW
Washington, DC 20036

Dear Lauren:

We are writing to invite you to participate in a consultation being convened by the North American Commission on Jewish Identity and Continuity dealing with Jewish young adults. The consultation will be held on Thursday, September 22, 1994 at the offices of the Council of Jewish Federations (CJF), 730 Broadway, New York, NY.

The Commission is an independent body which includes leaders from a wide range of continental Jewish organizations and individuals representing a variety of different Jewish ages, backgrounds, and interests. The Commission, which was convened by CJF, is charged with developing recommendations to guide local and continental efforts to strengthen Jewish identity and community and with promoting closer inter-organizational relationships toward this end.

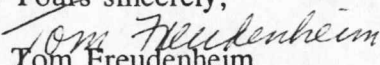
Among the issues that the Commission has decided to focus on is how the Jewish community can respond more effectively to the needs, interests, and concerns of Jewish young adults (roughly age 22-35). Young adults are frequently unengaged with organized Jewish life, and relatively little is known about their Jewish identities and the ways in which these are or can be shaped and expressed.

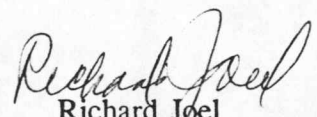
The Commission working group dealing with this area is, therefore, bringing together a small number of researchers and professionals familiar with the young adult population to discuss what we do and do not know (we will have some presentations of data that is available in both the general and Jewish domain) and to explore some of the approaches being suggested for engaging Jewish young adults more successfully.

We would very much like to have you participate in this consultation. The meeting will begin at 10:00 am and conclude by 4:30 pm. Background materials will be sent prior to the 22nd.

Please indicate whether you will attend the consultation by returning the enclosed reply sheet by mail or fax to the Commission office.

Thank you in advance for your participation, and we look forward to seeing you on September 22.

Yours sincerely,

Tom Freudenheim
Working Group Chair


Richard Joel
Working Group Facilitator

Mr. Chaim Waxman
2526 Bayswater Avenue
Far Rockaway, NY 11691

Dr. Sylvia Barack Fishman
Cohen Center for Modern Jewish Studies
Brandeis University
Waltham, MA 02254

Mr. Larry Sternberg
Cohen Center for Modern Jewish
Studies
Brandeis University
Waltham, MA 02254

Mr. Laurence N. Smith
738 University Court
Ypsilanti, MI 48197

Rabbi Susan Schnur
61 Broad Street
Hopewell, NJ 08528

Ms. Zehava Doering, Chief
Director
Office of Institutional Studies
Art & Industries Bldg., Room 2409
Smithsonian Institution
900 Jefferson Drive SW
Washington, DC 20560

Ms. Penni Kolb
Director of Community
Development
Federation CJA
5151 Cote Ste. Catherine Rd.
Montreal, Quebec H3W 1M6
Canada

GROUP II:

FOR YOUR INFORMATION

THE ATTACHED LETTER WAS SENT TO THE ABOVE.



North American Commission on Jewish Identity and Continuity

August 29, 1994

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

Mr. Chaim Waxman
2526 Bayswater Avenue
Far Rockaway, NY 11691

Dear Chaim:

We are writing to invite you to participate in a consultation being convened by the North American Commission on Jewish Identity and Continuity dealing with Jewish young adults. The consultation will be held on Thursday, September 22, 1994 at the offices of the Council of Jewish Federations (CJF), 730 Broadway, New York, NY.

The Commission is an independent body which includes leaders from a wide range of continental Jewish organizations and individuals representing a variety of different Jewish ages, backgrounds, and interests. The Commission, which was convened by CJF, is charged with developing recommendations to guide local and continental efforts to strengthen Jewish identity and community and with promoting closer inter-organizational relationships toward this end.

Among the issues that the Commission has decided to focus on is how the Jewish community can respond more effectively to the needs, interests, and concerns of Jewish young adults (roughly age 22-35). Young adults are frequently unengaged with organized Jewish life, and relatively little is known about their Jewish identities and the ways in which these are or can be shaped and expressed.

The Commission working group dealing with this area is, therefore, bringing together a small number of researchers and professionals familiar with the young adult population to discuss what we do and do not know (we will have some presentations of data that is available in both the general and Jewish domain) and to explore some of the approaches being suggested for engaging Jewish young adults more successfully.

We would very much like to have you participate in this consultation. The meeting will begin at 10:00 am and conclude by 4:30 pm. The Commission will cover your travel expenses for the day (please use the least expensive carrier wherever possible). Background materials will be sent prior to the 22nd.

Please indicate whether you will attend the consultation by returning the enclosed reply sheet by mail or fax to the Commission office. Thank you in advance for your participation, and we look forward to seeing you on September 22.

Yours sincerely,
Tom Freudenheim
Tom Freudenheim
Working Group Chair

Richard Joel
Richard Joel
Working Group Facilitator



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

cc: MM
+ all those
present

August 5, 1994

Rabbi Alexander Schindler
President, Union of American Hebrew Congregations
838 Fifth Avenue
New York, NY 10021

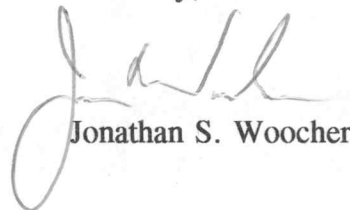
Dear Alex:

I want to thank you formally for convening the meeting of your colleagues to update me on the variety of activities and initiatives underway in the Reform movement. I thoroughly enjoyed our session, and the information will be of great help in the inventory process.

On a personal note, I was truly impressed by what you are collectively undertaking. So much of what you are doing seems right on the mark in terms of today's needs and opportunities that I hope we can give it greater visibility.

With my warm regards and thanks to your colleagues.

Cordially,



Jonathan S. Woocher



JEWISH EDUCATION
SERVICE OF
NORTH AMERICA, INC.

החברה למען החינוך היהודי
בצפון אמריקה

730 BROADWAY
NEW YORK, NY 10003-9540
Entrance 418 Lafayette Street
(212) 529-2000
FAX: (212) 529-2009

President
Billie Gold

Honorary Chair
Mandell L. Berman

Vice Presidents
Dr. Sidney Busis
Mark Lainer
L. William Spear
Richard Spiegel
Bernard K. Yenkin
Dr. Lois Zachary

Secretary
Cindy Kaplan

Assistant Secretary
Andrew Groveman

Treasurer
Joseph Kanfer

Assistant Treasurers
Helene Berger
Lawrence Sherman

Executive Vice President
Jonathan S. Woocher

Life Members
Robert Arnow
Arthur Brody
Neil Greenbaum
Mark E. Schlusel
Fred Sichel
Bennett Yanowitz

MEMORANDUM

TO: Rabbi Alexander Schindler
FROM: Jonathan Woocher
DATE: July 7, 1994
SUBJECT: Draft invitation to meeting

Thanks for taking on the host role for the meeting on August 4. Attached is a draft invitation memo that you may wish to use. Obviously, you should feel free to modify it as you see fit.

As to whom to invite, my suggestion, based on our earlier conversation, is the following (some for courtesy's sake), plus anyone else you think would be helpful:

Commission members:

~~Rabbi Richard Block~~

~~Rabbi Laura Geller~~

~~Billie Gold~~

~~Dr. Alfred Gottschalk~~

Gerard Kaye y +

~~Sara Lee~~ y +

Mel Merians — y +

~~Michael Rukin~~

~~Rachel Sabath~~

Rabbi Sheldon Zimmerman

"Paul Mintoff" yes + ?

Others:

Eric Yoffie yes +

Danny Syme yes +

~~Seymour Rossel~~ yes

Allan Smith yes +

David Saperstein ?

Kerry Olitsky yes

Sherry Blumberg NO

Dr. Paul Vaneck ?

I've enclosed a Commission mailing list.

Again, my thanks, and I look forward to seeing you in August.

ans
J. Woocher y

UNION OF AMERICAN HEBREW CONGREGATIONS

House of Living Judaism

833 Fifth Avenue

New York, N.Y. 10021

Telephone: (212) 249-0100

REQUEST FOR MEETING ROOM

TO: Administration

Date of
Request

7/27/94

FROM:

Eve Miller

Ext. 210

Organization

Meeting:

Meeting

Date:

Aug 4, 1994

Hour:

From

10 AM

To

12:30 PM

Room

Desired:

R

No. of persons
expected:

Room must be

ready no later than:

ROOM SET-UP:

Dais

No. of seats @ Dais:

Schoolroom style
(Senate style)

10 or 12

Theatre
style

U

T

Conference
style

SPECIAL INSTRUCTIONS: (Table for meeting recorder, lectern, etc.)

3/1C ADDRESS SET-UP:

No. of mikes:

Placement of mikes:

OTHER EQUIPMENT:

Table at door: Yes No

SPECIAL MATERIALS FOR MEETING: (Check items desired)

Programs

Blackboard

Chalk

Pointer

Pads

Pencils

Water

Cups

Napkins

Ashtays

Encls

Projector

Screen

(Other)

Telephone Services: Telephone Jacks are available in meeting rooms A, B and C. If meeting is not to be interrupted, a phone is available in the corridor adjacent to the meeting rooms and **MUST** be attended by a member of the group hosting the meeting.

(Complete back of sheet also)

CATERING SERVICES REQUESTED:

Number of persons: 10 or 12

Caterer: UAHC ☒ Other: _____

Check one: Breakfast _____ Lunch _____ Dinner _____

Other (Describe) _____

Snacks - Coffee - fruit - Tea

Time catering service desired: 10 am & muffins

Menu preferred: _____

Other Specifications: Simple

Billing cost per meal \$ _____

Service charges \$ _____

Costs to be charged to: _____

Accounting Code: _____

Comments:

(Signature) Eane Miller

MEMORANDUM

TO:

FROM: Rabbi Alexander Schindler

DATE: July 7, 1994

SUBJECT: Meeting to provide input to the North American Commission on Jewish Identity and Continuity

The North American Commission on Jewish Identity and Continuity, chaired by Marvin Lender and Shoshana S. Cardin, has embarked on a project to gather and make available information on current initiatives in the area of Jewish continuity that are especially promising or innovative. This information will be used by the Commission's working groups in formulating their recommendations for further action and will be compiled and distributed as a "continuity update."

Dr. Jonathan Woocher, Executive Vice President of JESNA and staff coordinator for the Commission, has asked for an opportunity to meet with lay and professional leaders of the Reform movement to discuss our activities in this arena. (This will supplement a survey of all Commission members that will collect written materials). I would like to invite you to participate in this meeting, which will be held at the UAHC office on **Thursday, August 4, from 10:00 am to 12:30 pm**. The meeting will provide us with an opportunity to discuss some of the key initiatives being undertaken by the various arms of our movement in the areas of identity-development, outreach, institutional-strengthening, and community-building, as well as our ideas concerning recommendations that the Commission as a whole might wish to make.

I realize that summer meetings are sometimes especially difficult due to vacation and other travel schedules, but I hope you'll make every effort to attend if you are in town. If you cannot attend, but have someone whom you'd like to designate to participate in your place, please let my office know.

To keep track of who will be involved, I would appreciate your returning the attached reply form to my office by July 31.

Thanks very much, and I look forward to seeing you on August 4.

Please mail or fax by July 31 to:

Rabbi Alexander Schindler
UAHC
838 Fifth Avenue
New York, NY 10021
fax: 212 570-0895

Name _____
Address _____
City, State, Zip _____
Telephone _____
Fax _____

___ I will ___ I will not attend the meeting of Reform leadership on August 4.

I cannot attend, but _____ will represent me.
Address _____
Telephone _____

Thank you.

Please mail or fax by July 31 to:

Rabbi Alexander M. Schindler
UAHC
838 Fifth Avenue
New York, NY 10021

Fax: 212-570-0895

Name

BILLIE GOLD

Address

300 CENTRAL PARK WEST

NEW YORK 10024

Tel.

(212) 799-3120

Fax.

(212) 362-5870

☐ I will

☒ will not attend the meeting of
Reform leadership on August 4.

I cannot attend, but
will represent me.

Address

Tel.

Thank you.

Please mail or fax by July 31 to:

Rabbi Alexander M. Schindler
UAHC
838 Fifth Avenue
New York, NY 10021

Fax: 212-570-0895

Name

Paul Men. 'toff

Address

UAHC - Boston

Tel.

617-277-1655

Fax.

617-277-3491

☒ I will ☐ will not attend the meeting of
Reform leadership on August 4.

I cannot attend, but _____
will represent me.

Address _____

Tel. _____

Thank you.

NORTH AMERICAN COMMISSION ON JEWISH IDENTITY AND CONTINUITY N-O
Marvin Lender, Chairman Shoshana S. Cardin, Vice Chairman

Professor Irving Abella
President, Canadian Jewish Congress
1590 Doctor Penfield Ave.
Montreal, Quebec H3G 1C5
(514) 931-7531
(514) 931-0548

Alan Ades
President, United Synagogue of
Conservative Judaism
P.O. Box 962
New Bedford, MA 02741
(508) 993-2674
(508) 993-2676

David Arnow
Psychologist, New York
Swig, Weiler & Arnow Mgmt. Co.
1114 Ave. of the Americas
New York, NY 10036
(212) 869-9700
(212) 921-4967

Dr. Steven Bayme
Director, Jewish Communal Affairs
American Jewish Committee
165 East 56th Street
New York, NY 10022
(212) 751-4000 X211
(212) 751-4018

Helene Berger
Miami
3 Grove Isle Drive
#801
Coconut Grove, FL 33133
(305) 854-8822
(305) 854-6665

Rabbi Richard Block
Congregation Beth Am
26790 Arastradero Rd.
Los Altos Hills, CA 94022
(415) 493-4661
(415) 494-8248

Rabbi Ephraim Buchwald
National Jewish Outreach Program
485 Fifth Ave.
Suite 212
New York, NY 10017
(212) 986-7450
(212) 986-7476

Rabbi Raphael Butler
Union of Orthodox Jewish Congregations
333 7th Avenue
New York, NY 10001
(212) 563-4000 X264
(212) 564-9058

Shoshana S. Cardin
CLAL
3624 Anton Farms Road
Pikesville, MD 21208
(410) 486-2333
(410) 653-3397

Dr. Sidney M. Clearfield
B'nai B'rith
1640 Rhode Island Ave., NW
Washington, DC 20036
(202) 857-6553
(202) 296-0638

Rabbi Maurice Corson
President
The Wexner Foundation
Huntington Center, Suite 3390
41 South High Street
Columbus, OH 43215
(614) 461-8112
(614) 461-8276

Rabbi Rachel Cowan
Nathan Cummings Foundation
1926 Broadway #600
New York, NY 10023-6915
(212) 787-7300
(212) 787-7377

Rabbi Mark Dratch
Shaarei Shomayim Congregation
470 Glencairn Avenue
Toronto, Ont. M5N 1V8
(416) 789-3213
(416) 789-1728

Andrea Dubroff
Executive Committee, CJF
1 Dogwood Hills Rd.
Newburgh, NY 12550
(914) 562-6664
(914) 896-4951

Summer Address:
PO Box 343
Edgartown, MA 02539
Phones: (508) 627-3657
(508) 627-8063
Fax: (508) 627-9625

Lauren Eichler
Bittker Fellow,
Hillel International
1640 Rhode Island Ave., NW
Washington, DC
(202) 857-6637
(202) 857-6693

Dr. David Elcott
CLAL
99 Park Avenue, Suite C
New York, NY 10016
(212) 867-8888
(212) 867-8853

Rabbi Jerome Epstein
Executive Vice President
United Synagogue of
Conservative Judaism
155 Fifth Avenue
New York, NY 10010-6802
(212) 533-7800
(212) 353-9439

Cheryl Finkel
The Epstein School
335 Colewood Way NW
Atlanta, GA 30328
(404) 843-0111
(404) 843-0743

Alan Finkelstein
Executive Director
LA Jewish Community Center
5870 West Olympic Blvd.
Los Angeles, CA 90036
(213) 938-2531
(213) 954-9175

Tom Freudenheim
President, NFJC
3723 Harrison St. NW
Washington, DC 20015
(202) 357-1776
(202) 786-2757

Darrell Friedman
THE ASSOCIATED:
Jewish Community Federation
of Baltimore
101 W. Mt. Royal Ave.
Baltimore, MD 21201
(410) 727-4828
(410) 752-1177

Peter Geffen
The CRB Foundation
c/o Abraham Joshua Heschel School
270 W. 89th St.
New York, NY 10024
(212) 595-7087
(212) 595-7090

Rabbi Laura Geller
American Jewish Congress
Pacific Southwest Region
6505 Wilshire Blvd.
Suite 417
Los Angeles, CA 90048
(213) 651-4601
(213) 651-2721

Billie Gold
JESNA
300 Central Park West
New York, NY 10024
(212) 799-3120
(212) 362-5870

Sidney Goldstein
Director, Population Studies
& Training Center
Brown University
Providence, RI 02912
(401) 863-1115
(401) 863-3213

Charles H. Goodman
Past President, CJF
Henry Crown and Co.
222 No. LaSalle St.
Suite 2000
Chicago, IL 60601
(312) 899-5020
(312) 899-5038

Rabbi Moshe Gorelik
President, Rabbinical Council
of America
2766 Saw Mill Road
North Bellmore, NY 11710
(212) 807-7888
(212) 727-8452

Dr. Alfred Gottschalk
Hebrew Union College
3101 Clifton Ave.
Cincinnati, OH 45220-2488
(513) 221-1875
(513) 221-2810

Neil Greenbaum
Chicago
Sachnoff & Weaver, Ltd.
30 S. Wacker Drive
29th Floor
Chicago, IL 60606-7484
(312) 207-3852
(312) 207-6400

Arnold Greenberg
Hartford
61 So. Main Street
W. Hartford, CT 06107
(203) 521-6208
(203) 521-6209

Leslie Rogers Gurland
MetroWest, NJ
595 Northfield Ave., #78
West Orange, NJ 07052
(201) 669-0587
(201) 669-1385

Ronne Hess
Birmingham
2936 Southwood Rd.
Birmingham, AL 35223
(205) 871-4509
(205) 871-5622

Stuart Himmelfarb
Marketing, New York
The Roper Organization
205 East 42nd St.
New York, NY 10017
(212) 599-0700
(212) 867-7008

Rabbi Robert Hirt
Vice President for Communal Services
Yeshiva University
500 W. 185th St.
New York, NY 10033
(212) 960-5263
(212) 960-5228

Alan D. Hoffmann
Council for Initiatives in
Jewish Education
PO Box 94553
Cleveland, OH 44101
(216) 391-1852
(216) 391-5430

Stephen H. Hoffman
Executive Vice President
Jewish Community Federation of
Cleveland
1750 Euclid Avenue
Cleveland, OH 44115
(216) 566-9200
(216) 566-9084

Helen P. Horwitz
118 Charnwood Road
Richmond, VA 23229
(804) 282-8691
(804) 273-0009

Richard Joel
International Director
B'nai B'rith Hillel Foundations
1640 Rhode Island Ave. NW
Washington, DC 20036
(202) 857-6561
(202) 857-6622

Deborah Kaplan
President, Hadassah
50 W. 58th St.
New York, NY 10019
(212) 355-7900
(212) 303-8282

Susan Katz
President, National Council of Jewish
Women
53 West 23rd St.
New York, NY 10010
(212) 645-4048
(212) 645-7466

Ann Kaufman
Houston
754 Kuhlman Road
Houston, TX 77024-5502
(713) 461-1760
(713) 461-3469

Gerard Kaye
Union of American Hebrew
Congregations
100 W. Monroe St.
Chicago, IL 60603
(312) 782-1477
(312) 782-1642

Martin Kraar
Executive Vice President, CJF
730 Broadway
New York, NY 10003
(212) 598-3501
(212) 533-4347

Lynn Korda Kroll
New York
Parsonage Point
Rye, NY 10580
(914) 967-4995
(914) 967-6818

Rabbi Vernon Kurtz
North Suburban Synagogue Beth-El
1175 Sheridan Road
Highland Park, IL 60035
(708) 432-8900 Ext.14
(708) 432-9242

Rabbi Norman Lamm
President, Yeshiva University
500 W. 185th St.
New York, NY 10003
(212) 960-5280
(212) 960-0049

Sara Lee
HUC-JIR
3077 University Avenue
Los Angeles, CA 90007
(213) 749-3424
(213) 747-6128

Marvin Lender
Executive Committee, CJF
M&M Investments
P.O. Box 3937
Woodbridge, CT 06525
(203) 397-3977
(203) 397-8506

Dr. Herb Levine
National Havurah Committee
6670 Lincoln Drive
Philadelphia, PA 19119
(215) 843-0228
(215) 576-6143

Rabbi Joy Levitt
Reconstructionist Synagogue of the
North Shore
1001 Plandome Rd.
Plandome, NY 11030
(516) 627-6274
(516) 627-6349

Dr. Deborah Lipstadt
Dept. of Religion
Emory University
Atlanta, GA 30322
(404) 727-2298
(404) 727-7597

Rabbi Brian Lurie
Executive Vice President
United Jewish Appeal
99 Park Ave., Suite 300
New York, NY 10016
(212) 880-1400
(212) 818-9413

Lynn Lyss
President, NJCRAC
721 South Central
St. Louis, MO 63105
(314) 725-3799
(314) 725-3899

Morton L. Mandel
Past President, CJF
Premier Industrial Corp.
4500 Euclid Ave.
Cleveland, OH 44103
(216) 391-8300 X2322
(216) 391-5430

Philip N. Margolius
Washington, DC
Margolius, Mallios, Davis
1828 L St., NW
Suite 500
Washington, DC 20036
(202) 296-1000
(202) 296-6400

Melvin Merians
UAHC
10 Bonnie Briar Lane
Larchmont, NY 10538
(212) 249-0100
(212) 570-0895

Robert Mirisch
Los Angeles
820 Majorca Place
Los Angeles, CA 90049
Rastar Productions, Inc.
Hepburn Building West
10202 W. Washington Blvd.
Culver City, CA 90232
(310) 280-7873
(310) 280-2332

Alfred H. Moses
President, American Jewish Committee
P.O. Box 7566
Washington, DC 20044
(202) 662-5196
(202) 662-6812

Esther Perel
Psychologist, New York
307 West Broadway
Apt. 5E
New York, NY 10013
(212) 226-8270

Stanley Plotnick
Chair, Canadian Commission on Jewish
Identity and Continuity
3 Westmount Sq., Apt. 1513
Westmount, Quebec H3Z 2S5
(514) 683-1771
(514) 683-5307

Lester Pollack
President, JCCA
Centre Partners
1 Rockefeller Plaza
Suite 1609
New York, NY 10020
(212) 632-4829
(212) 632-4846

Charles Ratner
Cleveland
10800 Brookpark Road
Cleveland, OH 44130
(216) 362-2629
(216) 267-3925

Seymour D. Reich
President, American Zionist Movement
Dreyer & Traub
101 Park Ave.
New York, NY 10178
(212) 318-6100
(212) 935-3578

Dr. Joseph Reimer
Hornstein Program
Brandeis University
Waltham, MA 02254-9110
(617) 736-2996
(617) 736-2070

Kurt Rothschild
President, Canadian Zionist Federation
Suite 501
3101 Bathurst St.
Toronto, Ontario M6A 2A6
(416) 784-5305
(416) 784-5307

Sheldon Rudoff
President, Union of Orthodox
Jewish Congregations
Goodkind, Labaton & Rudoff
100 Park Ave.
New York, NY 10017-5563
(212) 907-0700
(212) 818-0477

Michael Rukin
Executive Committee, CJF
188 Beacon St.
Boston, MA 02116
(617) 221-1510
(617) 272-1341

Dr. John Ruskay
Executive Director
Education and Community Services
UJA-Federation
130 E. 59th St.
New York, NY 10022
(212) 836-1336
(212) 755-9183

Rachel Sabath
Hebrew Union College Rabbinical Student
309 West 99th St.
Apt. 6B
New York, NY 10025
(212) 678-2393
(212) 533-0129

David G. Sacks
New York
Seagram & Sons, Inc.
375 Park Avenue
New York, NY 10152-0192
(212) 572-7617
(212) 838-5052

Rabbi Alexander Schindler
President, Union of American Hebrew
Congregations
838 Fifth Avenue
New York, NY 10021
(212) 249-0100 Ext. 210
(212) 570-0895

Mark Schlusell
Detroit
Miller, Canfield
150 W. Jefferson, Suite 2500
Detroit, MI 48226
(313) 963-6420
(313) 496-7500

Susan Weidman Schneider
Editor
Lilith Magazine
250 West 57th St.
New York, NY 10107
(212) 757-0818
(212) 757-5705

Rabbi Ismar Schorsch
Chancellor, Jewish Theological Seminary
3080 Broadway
New York, NY 10027-4649
(212) 678-8072
(212) 678-8947

Daniel S. Shapiro
New York
Schulte, Roth & Zabel
900 Third Avenue
New York, NY 10022
(212) 758-0404
(212) 593-5955

Barry Shrage
President, Boston
Combined Jewish Philanthropies
One Lincoln Plaza
Boston, MA 02111
(617) 330-9500
(617) 330-5197

Rabbi Alan Silverstein
President, Rabbinical Assembly of
America
Congregation Agudath Israel
22 Academy Rd.
Caldwell, NJ 07006
(201) 226-3600
(201) 226-7480

Immanuel Spira
Los Angeles
Katten, Muchin, Zavis & Weitzman
1999 Avenue of the Stars
Suite 1400
Los Angeles, CA 90067
(310) 788-4462
(310) 788-4471

Barbara Steinberg
Commission for Jewish Education
4603 Community Drive
West Palm Beach, FL 33417
(407) 640-0700
(407) 640-4304

Roselyne C. Swig
San Francisco
45 Belden
San Francisco, CA 94105
(415) 956-3222
(415) 956-1062

Rabbi David Teutsch
President
Reconstructionist Rabbinical College
Church Rd. & Greenwood Ave.
Wyncote, PA 19095
(215) 576-0800
(215) 576-6143

Rabbi Michael Weinberg
Chairman, CAJE
Temple Beth Israel
3601 Dempster St.
Skokie, IL 60076
(708) 675-0951
(708) 675-0960

Richard L. Wexler
Vice President, CJF
Lord, Bissell & Brook
115 So. LaSalle St.
Chicago, IL 60603
(312) 443-1751
(312) 443-0336

Maynard I. Wishner
President, CJF
55 East Monroe St. #4620
Chicago, IL 60603
(312) 899-5524
(312) 236-7274

Dr. Ron Wolfson
Vice President
University of Judaism
15600 Mulholland Drive
Los Angeles, CA 90077
(310) 476-9777
(310) 471-1278

George Wolly
President, AJFCA
1055 Kensington Park Drive #306
Altamonte Springs, FL 32714
(407) 788-0247
(407) 788-8276

Rabbi Gerald Zelizer
Rabbinical Assembly
Temple Neve Shalom
250 Grove Avenue
Metuchen, NJ 08840
(908) 548-2238
(908) 603-7976

Rabbi Sheldon Zimmerman
President, CCAR
Temple Emanu'EL
8500 Hillcrest
Dallas, TX 75225
(214) 368-3613
(214) 369-2752

Staff

Norbert Fruehauf
Asst. Exec. Dir., CJF
730 Broadway
New York, NY 10003-9596
(212) 598-3509
(212) 529-5842

Dr. Carl Sheingold
Asst. Exec. VP, CJF
730 Broadway
New York, NY 10003-9596
(212) 598-3530
(212) 533-4347

Dr. Jonathan Woocher
Exec. VP, JESNA
730 Broadway
New York, NY 10003-9540
(212) 529-2000 x1302
(212) 529-2009

Consultant

Peter Szanton
Stanton Associates
1201 Connecticut Ave. NW
Washington, DC 20036
(202) 429-8780
(202) 728-2920



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

MEMORANDUM

TO:

FROM: Rabbi Alexander M. Schindler

DATE: July 8, 1994

SUBJECT: Meeting to provide input to the North American
Commission on Jewish Identity and Continuity

The North American Commission on Jewish Identity and Continuity, chaired by Marvin Lender and Shoshana S. Cardin, has embarked on a project to gather and make available information on current initiatives in the area of Jewish continuity that are especially promising or innovative. This information will be used by the Commission's working groups in formulating their recommendations for further action and will be compiled and distributed as a "continuity update."

Dr. Jonathan Woocher, Executive Vice President of JESNA and staff coordinator for the Commission, has asked for an opportunity to meet with lay and professional leaders of the Reform movement to discuss our activities in this arena. (This will supplement a survey of all Commission members that will collect written materials). I would like to invite you to participate in this meeting, which will be held at the UAHC office on **Thursday, August 4, from 10:00 am to 12:30 pm.** The meeting will provide us with an opportunity to discuss some of the key initiatives being undertaken by the various arms of our movement in the areas of identity-development, outreach, institutional-strengthening, and community-building, as well as our ideas concerning recommendations that the Commission as a whole might wish to make.

I realize that summer meetings are sometimes especially difficult due to vacation and other travel schedules, but I hope you'll make every effort to attend if you are in town. If you cannot attend, but have someone whom you'd like to designate to participate in your place, please let my office know.

To keep track of who will be involved, I would appreciate your returning the attached reply form to my office by July 31.

Thanks very much, and I look forward to seeing you on August 4.

Please mail or fax by July 31 to:

Rabbi Alexander M. Schindler
UAHC
838 Fifth Avenue
New York, NY 10021

Fax: 212-570-0895

Name _____

Address _____

Tel. _____

Fax. _____

_____ I will _____ will not attend the meeting of
Reform leadership on August 4.

I cannot attend, but _____
will represent me.

Address _____

Tel. _____

Thank you.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

MEMORANDUM

TO: Members of the Commission

FROM: Marvin Lender and Shoshana S. Cardin

DATE: June 15, 1994

SUBJECT: Commission meeting - July 26

*Called
to Cancel*

We want to confirm that the next meeting of the Commission on Jewish Identity and Continuity will be held on Tuesday, July 26, from 10:30 am - 4:00 pm, at the UJA-Federation of Greater New York, 130 E. 59th Street.

pc

Our agenda will include two major items:

1. A presentation by Mort Mandel on the work of the Council for Initiatives in Jewish Education (CIJE), which he chairs. The CIJE, as many of you know, was established in 1990 upon the recommendation of the Commission on Jewish Education in North America in order to spearhead implementation of that Commission's substantive recommendations for strengthening Jewish education. The CIJE is an important continental partner in promoting Jewish continuity and is pursuing a number of projects that relate directly to our Commission's vision and work. We are delighted that Mort has agreed to personally brief the Commission on CIJE's activities.
2. A discussion of the role that Israel can and should play in the work of the Commission and of North American Jewry as a whole to strengthen Jewish identity and to build a vibrant, vital Jewish community. The evolving relationship between North American Jewry and Israel presents both new challenges and new opportunities for our efforts to ensure Jewish continuity. Sending more of our young people to Israel -- a goal now endorsed by most Jewish leaders -- represents only a portion of what needs to be considered as we think about Israel's relationship to our Jewish identities and institutions. We will explore these issues and give some guidance to the thinking of our working groups on how Israel can play an effective role in furthering Jewish life in North America.

We will be sending you background information for both agenda items prior to the meeting. In the interim, we thought you would be interested in seeing the

enclosed material produced by the organization called Jewish Continuity in the U.K. This organization was established at the initiative of the Chief Rabbi, Jonathan Sacks, and has set several directions for its work similar to those which are being discussed in our working groups.

You will also be receiving shortly (if you have not already), a mailing asking for your input to an inventory of innovative and effective Jewish identity and continuity programs which the Commission is now compiling. We are gathering this information from several sources, but the input of Commission members and the organizations they represent will be primary and essential.

We look forward to seeing you on July 26. If you have not confirmed your attendance to the Commission office, we would appreciate your doing so on the enclosed form.

WHO'S WHO IN JEWISH CONTINUITY

CLIVE LAWTON – CHIEF EXECUTIVE

Clive has been Headmaster of King David High School, Liverpool, Education Director of the Board of Deputies, a teacher of English and Drama and Deputy Director of Liverpool LEA. He counts growing up in Ealing as one of his great advantages and having a mother from Gibraltar as another. His bottom line goal for Jewish Continuity is 'keeping all Jews in the game long enough for them to find out what a wonderful game it is'.

MICHAEL MAIL – CHIEF OPERATING OFFICER

Michael studied Law in Glasgow and Jewish Communal Studies in Israel and America. He has been a Union of Jewish Students Fieldworker, a Divisional Director of the Joint Israel Appeal and Executive Director of the Jewish Educational Development



Trust. He believes that Jewish Continuity represents the greatest challenge facing the Jewish world which is why he is delighted to be playing a part in the community's response.

SYMA WEINBERG – PROGRAMMES CO-ORDINATOR

Syma was born in Zimbabwe where her experience of Jewish life was an extremely positive one. She trained as a teacher at the Roehampton Institute and was a Deputy Headteacher at a Jewish Primary School. She was a British Educator's Fellow and Educational Consultant for the Jewish Educational Development Trust. She feels that Jewish Continuity will bring about enormous changes to people's perception of being Jewish.

ROBERT RABINOWITZ – PROGRAMMES CO-ORDINATOR

Robert was born in Liverpool and was a pupil at the amazing King David High School. He studied at Oxford University and Jews' College.

Robert has worked in the United States Senate and for the Board of Deputies of British Jews. Robert likes to think of himself as a bit of a philosopher, but this does not mean he has got his head in the clouds. Robert is working for Jewish Continuity because he is excited about turning creative ideas into creative reality.

BEVERLEY BRAND – EXECUTIVE ASSISTANT

Beverley graduated with a degree in Psychology and made the decision to work for the Jewish community in general and Jewish Continuity in particular as her social, educational, and professional experiences have

demonstrated to her exactly how high the rate of assimilation is within the community, especially amongst the young adult population. She therefore decided that she wanted to be part of an organisation whose aim it is to reverse this trend. She believes that if

Anglo-Jewry is to survive and flourish, then Jews, especially young Jews, must be enticed back into the community by making the community more attractive, exciting and meaningful.

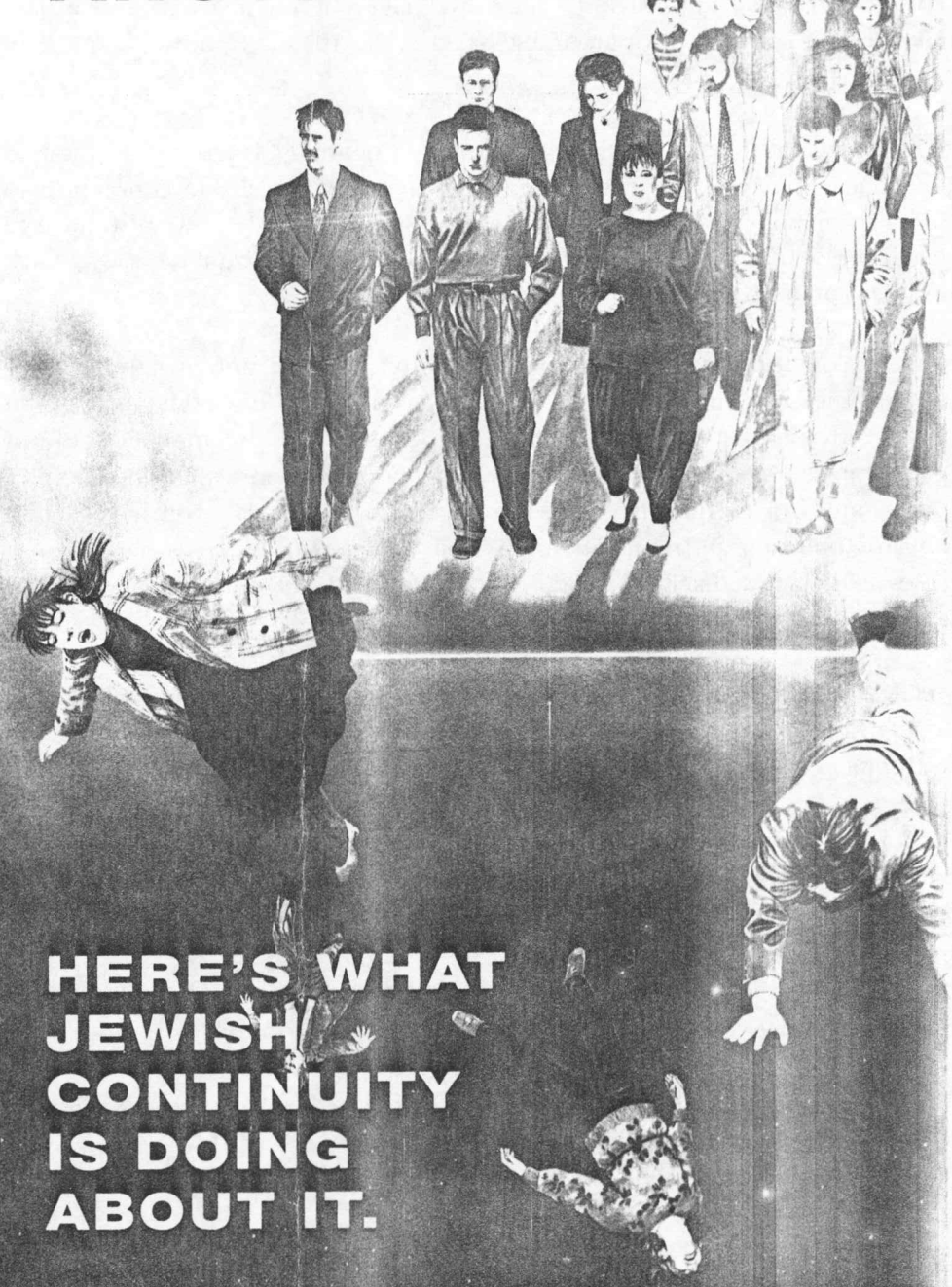
JOANNA BENARROCH – EXECUTIVE ASSISTANT

Joanna has worked in administrative capacities in several communal educational organisations. She has had the benefit of a Jewish education and religious upbringing which has instilled in her a deep appreciation and understanding of her religion.

She is excited to be part of the team at Jewish Continuity as she believes that every Jew should be given the chance to identify with and learn about their heritage. Jewish Continuity is about offering them such opportunities.

Jewish Continuity

TODAY WE'LL LOSE ANOTHER TEN JEWS



HERE'S WHAT JEWISH CONTINUITY IS DOING ABOUT IT.

WHAT'S JEWISH CONTINUITY ALL ABOUT?

Every day, for the last forty years, we have been losing ten Jews a day. From a community of around 450,000 in the 1950s, we now stand at less than 300,000.

Which is where Jewish Continuity comes in. 'Continuity' is not just a synonym for education. Anything that enlivens and enriches Jewish life contributes to Jewish continuity. Formal Jewish education is part of that. But we also have to reach those at the very margins of our community, and give them a way back to Judaism and Jewish life.

Jewish Continuity will be an enabling body. We will not own schools or programmes but aim to resource them. We will provide a communal vision and strategy that encompasses and goes beyond the many excellent programmes already in existence. We will commission research and monitor programmes to ensure effectiveness and accountability. We will have a bias towards outreach and innovation. We will operate on the basis that in most cases it isn't new, exciting buildings that we need but new, exciting people and ideas.

Yet Jewish Continuity cannot succeed unless we as a community put it first, recognising its vital, overwhelming urgency. It's not a matter of competing with other causes. For if we have no future, we have no other causes.

And further, we each have to make a commitment that is more than just financial. Who among us wouldn't benefit from an intensification of Judaism and Jewishness in our own lives?

We do need money. But we need your energy and vision too. Write to us with your thoughts and ideas.

This is a moment of truth. Do we simply stand by and watch the gradual disintegration of our community? Or do we join battle to do more than just survive, but rather to thrive? We do have a future. Believe that. Let's fight for it.

OFF TO A QUICK START - MAKING A DIFFERENCE

RESEARCH

The first way Jewish Continuity spent money was on a research programme into the attitude of young Jews aged 18-30, in London and outside, in large and small communities, involve and not, unmarried and married, both to Jews and non-Jews. Jewish Continuity will continue to carry out research to ensure that money is accurately targeted.

SCHOOLS J LINK

Most Jewish children go to non-Jewish schools. Schools J Link will ensure that Jewish pupils in non-Jewish schools receive positive Jewish experiences extending their knowledge and finding ways of plugging into the rich resources of Judaism and the Jewish world.

FAMILY EDUCATION

Jewish Continuity sponsored the first ever conference in Britain on Jewish Family Education. Bringing over the world leaders in the field from the USA, more than 60 educators from across the community attended a conference on this challenging and exciting new approach. Out of that conference has developed the nationwide Family Education Network.

THE JEWISH EDUCATION QUALITY DEVELOPMENT UNIT

Established at the world renowned London University Institute of Education, this unit staffed by professional leaders in the field of Religious Education. They will provide improvements to the quality of teacher training as well as curriculum development.

FOCUS COMMUNITIES

Skilled Community workers offer Jews a range of situations and challenges through which they can enrich their contribution to the future of the Jewish world. Jewish Continuity will enter into partnerships with communities around the country to test what community workers can do for us all.

THE ISRAEL EXPERIENCE

Everyone knows that the experience of visiting Israel can be one of the most powerful influences on a Jew's understanding of what it means to be Jewish and why it matters. Jewish Continuity intends to intensify the way in which Jews can encounter and engage with Israel to enhance the prospects of Jewish continuity.

All of this is just the beginning. These ideas represent starting points - and we haven't even described our ideas about dating agencies, a children's siddur, Jewish identity through theatre and art, a Jewish University summer school, a community wide database, deep community research and, not least, rigorous outreach and learning.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

TO: Ruth Rubinstein
Fax: (212) 529-5842

I will_____ I will not_____ attend the Commission
meeting on July 26, 1994 from 10:30 am to 4:00 pm. at
UJA-Federation of Greater New York, 130 E. 59th St.

NAME: _____

IMPORTANT: PLEASE REPLY BY FAX IMMEDIATELY. THANK YOU.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

MEMORANDUM

TO: Members of the Commission

FROM: Marvin Lender and Shoshana S. Cardin

DATE: May 20, 1994

SUBJECT: Progress Report and Upcoming Activities

We're pleased to report that the Commission is now beginning to hit its stride and that we anticipate an acceleration of activity over the next few months leading to an interim public presentation of our progress next November (the Commission's first anniversary).

Our Commission meeting on April 25 and, especially, the extensive sessions held by the working groups surrounding that meeting have produced a clear and focused agenda for the next stages in the Commission's work. Enclosed are a summary of the Commission meeting and status reports on each of the four working groups.

As we had anticipated, the primary need emanating from these meetings is for a systematic information gathering process, geared to the areas identified by the working groups as their primary foci of concern. We will be undertaking this information gathering, guided by the working groups and utilizing Commission members, staff, consultants, and organizational resources of institutions represented on the Commission, over the next several months. Looking at the breadth of the agenda identified by the working groups, it is clear that we will not be able to undertake everything (e.g., original research) at once. However, we believe that it will be possible to pull together by the end of the summer a great deal of what the groups are seeking in order to formulate initial recommendations and action plans. This is our target timetable.

In the interim, we plan to convene the Commission during the summer in order to deal with several other items we have identified in the past as important elements of our work. One of these is the place of Israel, both with respect to the continuity agenda in general and the work of the Commission in particular. A second is fostering mutual awareness and exploring possibilities for expanded cooperation among various major continuity initiatives already underway at the continental level

-- including activities of the religious movements, other organizations represented on the Commission, and Jewish foundations. Several coalitions and consortia are already functioning, including the Council for Initiatives in Jewish Education (CIJE) and the consortium on the Israel experience led by the CRB Foundation, whose work is central to the Commission's objectives.

We are proposing to hold a Commission meeting to deal with these agenda items on **Tuesday, July 26**, from 10:30 am to 4:00 pm. To make this a bit more convenient for those who must come in from outside New York, we are looking into arranging this meeting as a "fly-in" at a Newark Airport hotel. **To help us in our planning, please return the enclosed reply sheet indicating whether you plan on attending the July 26 meeting and if you prefer a Newark Airport or Manhattan site to the Commission office no later than Tuesday, May 31.**

In addition to this full Commission meeting, each working group will be scheduling its own meetings (whether by conference call or face-to-face) to move forward with its agenda.

From the outset of the Commission's work, we have recognized that advocacy on behalf of Jewish continuity to key institutional actors would be one of the Commission's primary responsibilities. For this reason, we believe that we should take advantage of the General Assembly of the Council of Jewish Federations next November 14-19 in Denver, Colorado to present a public progress report on the Commission's work. In fact, our plan is to be a highly visible presence at the GA. We are working with CJF to identify a time for the Commission to meet during the week of the General Assembly (by which time we expect to have several recommendations coming from the working groups upon which to act). In addition, the GA program sessions dealing with Jewish identity and continuity will be organized around the themes of our working groups. We will use these as opportunities to engage the broad array of local and continental leaders from within and beyond the federation system who attend the GA in dialogues about our concerns and ideas.

As you can see, there is much work for us to do, but also great prospects for the Commission to begin to have an impact during the coming six months. We will need and be seeking the active involvement of every Commission member as we make the move from issues to action. As always, please feel free to communicate with us and with the Commission staff with your ideas, suggestions, and concerns.

We look forward to seeing you on July 26 to continue our work together.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

OC

TO: Ruth Rubinstein
Fax: (212) 529-5842

I will ☒ I will not ☐ attend the Commission
meeting on July 26, 1994 from 10:30 am to 4:00 pm.

*Forwarded
5/24*

Please indicate your preference regarding location:

☐ I prefer a fly-in meeting at Newark Airport

☒ I prefer a site in Manhattan

NAME: Rabbi A.M. Schindler

IMPORTANT: PLEASE REPLY BY FAX BY TUESDAY, MAY 31.
THANK YOU.

July26.rep

*Shoshana
at note
in Town*

WORKING GROUP 1: PROMOTING JEWISH GROWTH

FOCUS/GOAL: Three target populations:

1. families (from marriage onward)
2. youth
3. adult "seekers"

Objective: maximizing their Jewish growth and connection to the Jewish community

**POSSIBLE
OUTCOMES:**

1. identifying the elements of effective growth experiences and propagating these more broadly (i.e., to wider population segments and in additional programs)
2. developing new role patterns for lay people and professionals working together -- mobilizing the committed community and using professionals as catalysts and networkers for lay activism
3. endorsing the continuing priority of those activities (e.g., formal schooling) which promote ongoing growth (i.e., an overall strategy involving both formational and transformational experiences)
4. specific areas for action, including:
 - a. intervention strategies to help Jewish family formation at the point of marriage
 - b. greater use of technology (e.g., computer networks)
 - c. development of program banks, networking, dissemination
 - d. evaluation

WORK PLAN: Three sub-groups continue to work to establish priorities and recommendations in their areas

NEXT STEPS:

1. further analysis of "effective experiences" (what makes them work? how could they be expanded / replicated?)
2. exploration of strategies for activating lay populations and enhancing their sense of responsibility

WORKING GROUP 2: ENGAGING DIVERSE POPULATIONS

FOCUS/GOAL: Target population: young adults (between campus and family)

Objective: More young people expressing an active Jewish identity (in one or more ways) and associating with other Jews

**POSSIBLE
OUTCOMES:**

1. a profile of the target population in its diversity -- who are they? what motivates them, generally and Jewishly? what are the barriers to Jewish self-expression? etc.
2. broader utilization and marketing of existing effective vehicles for engaging this population
3. expanded discussion and a new language in the community for engaging this population -- making real space for them
4. specific recommendations regarding promising strategies

WORK PLAN:

1. identify and prioritize the populations we are seeking to engage - describe the diversity along several dimensions (e.g., cohort characteristics vs. life-cycle characteristics; uninterested vs. unaware)
2. inventory -- who is doing what in this arena?
3. research -- draw on existing studies or research underway
4. advocacy to encourage new thinking, language, discussion
5. develop priority recommendations for action

NEXT STEPS:

1. compile existing information -- cull existing research
2. meeting with knowledgeable people

WORKING GROUP 3: STRENGTHENING INSTITUTIONS AND BUILDING COMMUNAL COOPERATION

- FOCUS/GOAL:**
1. to strengthen the capacity of institutions to serve as effective settings for Jewish learning and for Jewish identity formation and its public and private expression
 2. coalition-building as a means of accomplishing this and of creating a more vital Jewish community

- POSSIBLE OUTCOMES:**
1. endorsement and dissemination of information, models, and analysis to support local initiatives aimed at these goals, including:
 - a. local leadership development and training
 - b. collaboration of professionals across categories
 - c. fostering respect between lay leaders and professionals
 - d. increased funding from federations and foundations for such initiatives
 2. promoting institutional self-assessment, capacity growth, and renewal, through
 - a. informed advocacy
 - b. creating self-assessment criteria and materials
 - c. providing facilitators to aid institutions in this work
 3. encouraging national institutions (including Commission constituents) to support these goals through
 - a. developing a common vision
 - b. encouraging local initiatives
 - c. producing effective professional leaders
 - d. identifying, assessing the reasons for, and implementing solutions for critical areas of professional leadership shortage
 4. reducing the barriers to achieving these goals through
 - a. research and experimentation re identity formation, etc.
 - b. efforts to develop shared values and vocabulary while increasing appreciation for diversity
 - c. increasing funding from individuals, foundations, and federations, which will require closing the gap between foundation, institutional, and communal priorities

- WORK PLAN:**
1. information gathering -- what is already happening? what has been learned? is there literature on these issues?
 2. maintaining active communication among the working group members
 3. coordinating the group's agenda and recommendations with the other working groups

4. preparing a progress report

NEXT STEPS:

1. circulate summary of the April meeting for comments
2. obtain answers to key questions, including by polling group members for their knowledge

WORKING GROUP 4: CREATING CONTINENTAL PARTNERSHIPS

- FOCUS/GOAL:**
1. strengthening advocacy and mobilization on behalf of Jewish continuity
 2. strengthening professional development
 3. enhancing the community's research and evaluation capabilities
 4. expanding networking and information dissemination, including replication/adaptation of effective models
 5. promoting ongoing continental collaboration in the area of continuity planning

- POSSIBLE OUTCOMES:**
1. advocacy:
 - a. identification of target audiences for advocacy efforts
 - b. assessment of effective approaches for reaching these audiences
 2. professional development
 - a. analysis of the current situation re training, e.g., is the problem primarily one of supply or demand (lack of candidates or lack of places to train)?
 - b. creative new approaches to recruitment
 - c. analysis of potential models for recruitment, training, and retention drawn from general education (e.g., Teach America, paraprofessionals, etc.)
 - d. Commission statement / recommendation re communal funding of training / students in denominational institutions (e.g., a continental scholarship fund)
 3. research and evaluation
 - a. statement on the importance of research and evaluation
 - b. identification of a cadre of potential Jewish education researchers
 4. networking and information dissemination
 - a. a "case statement" and analysis on the potential uses of networking
 5. ongoing continental collaboration on planning
 - a. a model for a Jewish "think tank"
 - b. a plan for a series of national technical resource centers or programs working in various areas of continuity activity (like, e.g., the Whizin Center in family education) -- in what areas would these be useful? how might they work?

- WORK PLAN:**
1. assign various areas of investigation to staff, working group members, volunteer experts, or institutions represented on the Commission for information-gathering and analysis (see below)

- for examples of initial areas)
2. develop recommendations based on these analyses

NEXT STEPS:

1. identify potential "volunteer experts"
2. look at Teach America program as possible model for Jewish Teacher Corps [Ron Wolfson]
3. draft statement re funding of denominationally sponsored institutions [David Sacks]
4. prepare precis of current work of CIJE, Wexner Foundation, CAJE, others re professional development
5. inventory of potential Jewish education researchers
6. report on current networking initiatives

MEMORANDUM

Sym/Fed

One Page Fax

June 23, 1994
14 Tammuz 5754

To: Ruth Rubenstein, CJF

From: Edith J. Miller

Here's the information on requested staff schedules for July 19-22 and the first week of August:

Seymour Rossel is clear for any date in that time frame.

Rabbi Allan Smith is only available on July 20-21

Rabbi Daniel B. Syme is available July 19

Rabbi Eric H. Yoffie available July 19-20-21 and August 4

Your didn't mention the following but just in case:

Melvin Merians - He's on vacation now and will return July 20 but we don't have his itinerary for the balance of the summer

Rabbi David Saperstein only available August 1

Rabbi Alexander M. Schindler is available the first week of August

Good luck!



Union of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA

838 FIFTH AVENUE, NEW YORK, NY 10021-7064 (212) 249-0100



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

One Page Fax

June 20, 1994
11 Tammuz 5754

From: Edith J. Miller, Ass't. to Rabbi Schindler

To: Honey Rose, Sec'y. to Dr. Jonathan Woocher

In regard to the meetings with religious movement representatives, Rabbi Schindler wants to be certain the following members of the Union staff are invited and involved:

Rabbi Eric H. Yoffie, Vice President
Rabbi Daniel B. Syme, Senior Vice President
Rabbi Allan L. Smith, Director of Youth Activities

All of the above can be reached at: 838 Fifth Avenue, New York, NY 10021 Phone: 212-249-0100

Also please include the director of the Religious Action Center of Reform Judaism, Rabbi David Saperstein, 2027 Massachusetts Avenue, NW, Washington, DC 20036 Phone: 202-287-2800

Many thanks.



North American Commission on Jewish Identity and Continuity

MEMORANDUM

TO: Alex Schindler, Bob Hirt, Bob Abramson, Bill Lebeau, David Teutsch

FROM: Jonathan Woocher

DATE: June 15, 1994

SUBJECT: Meetings with religious movement representatives

I want to thank you for helping to set up meetings with some of the key people in your movements to provide input for the Commission's information gathering process on innovative and effective Jewish continuity and identity programs.

Attached, for your information, is a copy of the questionnaire, general cover memo, and special letter that is being sent to the members of the Commission who have direct ties to one of the religious movements. The special letter makes reference to the fact that these meetings are being organized and that they will be invited to participate if they wish. Thus, I have also attached a list of the individuals from your movement who have received this mailing so that you can be sure to include them on the list of invitees for the meeting.

I will be in Israel from June 19- July 6, but I will be receiving faxes from the JESNA office several times a week. If you have any questions, please don't hesitate to be in touch with me via my secretary, Honey Rose, or the Commission's secretary, Ruth Rubinstein at CJF.

Thanks once again for your assistance in arranging the upcoming meetings which will, I know, be of great value to the Commission in its work.

Post-it™ brand fax transmittal memo 7671		# of pages 1
To	Alex Schindler	
Co.	Jonathan Woocher	
Dept.	Phone #	
Fax #	Fax #	
570-0895		



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Frushauf

MEMORANDUM

TO: Members of the Commission

FROM: Marvin Lender and Shoshana S. Cardin

DATE: June 15, 1994

SUBJECT: Inventory of Effective and Innovative Identity and Continuity programs

As the North American Commission on Jewish Identity and Continuity moves forward in its work, it is important that we gather and make available information on what is already being done in the field that is successful and can perhaps be replicated. As a first step, this information will be particularly useful to the Commission's working groups. Additionally, it will serve as the basis of a "continuity update" for broader dissemination.

Please take a few moments to complete the attached form. In it, we ask for information about programs or initiatives that your organization (if you are an organizational representative) is doing which are particularly interesting, original, or effective. If you are not an organizational representative, you nonetheless probably know of such activities which are being done by others, and we would appreciate your supplying us with the relevant information.

The scope of information which would be most useful at this point is more than a brief description and less than an exhaustive write-up. We do need enough detail to correctly analyze "what's really going on out there" and to identify initiatives that are candidates for more extensive investigation and reporting.

Please focus on programs or initiatives which are especially successful or innovative. We probably already know about the more standard offerings, such as the usual holiday workshop for families. We are particularly interested in programs or initiatives which deal with one or more of the following areas that have been identified by the working groups as of primary concern to them:

- * identity-building programs for families, teenagers, and adult "seekers" (i.e., individuals looking to grow Jewishly)

2

- * strategies or programs for engaging young adults (between campus and family formation)
- * strategies for mobilizing lay people to take on active roles in their own Jewish growth or in helping others grow as Jews (for example, as mentors in outreach programs)
- * institutional capacity-building, self-improvement, and renewal (e.g., training programs for lay leaders and professional staff; institutional retreats)
- * coalition-building and inter-organizational collaboration
- * electronic networking
- * personnel development

Please supply as much as possible of the information requested below. If you are reporting on more than one initiative or program (we encourage you to do so), please copy this form and submit as many separate reports as you wish.

In order to compile the inventory in a timely fashion for use by the working groups and for publication in the Fall, we ask that you submit your completed forms (together with any accompanying material) to the Commission office by July 15.

Thank you in advance for your cooperation and assistance. If you have questions, please feel free to contact Jonathan Woocher at (212) 529-2000 x1302.



North American Commission on Jewish Identity and Continuity

Chairman
Marvin Lender

Vice Chairman
Shoshana S. Cardin

Professional Staff:
Dr. Jonathan S. Woocher
Dr. Carl Sheingold
Norbert Fruehauf

INVENTORY OF EFFECTIVE AND INNOVATIVE JEWISH IDENTITY AND CONTINUITY PROGRAMS

Please supply as much as possible of the information requested below. If you are reporting on more than one initiative or program, please copy this form and submit as many separate reports as you wish. Thank you in advance for your cooperation and assistance.

1. Name of the organization(s): _____

2. Name and title of the person submitting this report:

3. Please describe briefly the program, project, or initiative on which you are reporting:

a. Project name: _____

b. Objectives (List the goals of the program in the context of Jewish continuity and identity, e.g., reaching the unaffiliated, increasing participation or feeling of belonging, maintaining Jewish values, etc.):

c. Target population (Describe the audience that the program is designed for, e.g., young families, teens, unaffiliated, etc.):

d. How the program operates (Provide a synopsis of the program, how often it runs and where, program content, and other relevant details):

e. What in your opinion makes this program special or unique? What is innovative about this program?

f. What in your opinion makes this program successful?

g. If you feel that this program has the potential to serve as a model for programs of its kind, please explain why:

h. Current status of the project (how long has the program been in existence, and is it currently in planning, in operation, or completed):

i. Results of the project thus far (Describe the successes of the program, e.g., increased enrolment and participation, outreach, etc.):

j. Has the project been evaluated?

☐ Yes (Is an evaluation report available? ☐ yes ☐ no)

☐ No (Are there plans to evaluate the project? ☐ yes ☐ no)

k. Are there materials available which describe the project?

☐ Yes ☐ No (If yes, please include copies.)

l. Are there materials available which are used in the project?

☐ Yes ☐ No (If yes, please include copies.)

m. Are these materials available for distribution to other organizations?

☐ Yes ☐ No

n. How is the project funded? _____

o. How are laypersons and professionals involved in the project?

p. Please add anything else you feel would be helpful for others to know about the project, including changes that should be made or suggestions for other communities that may wish to implement such a program:

q. If the project you have described fits into one (or more) of the following categories, please indicate:

- ☐ identity-building programs for families, teenagers, and adults
- ☐ strategies for engaging post-college pre-family adults
- ☐ strategies for mobilizing lay people to engage other Jews
- ☐ institutional capacity-building, self-improvement, renewal
- ☐ coalition-building and inter-organizational collaboration
- ☐ electronic networking
- ☐ personnel development

optional:

Please describe in general terms the role your organization sees for itself in relation to Jewish Continuity. How is it incorporated in your mission? in the day-to-day activities of your organization, apart from the specific programs described above? Feel free to include existing written materials that address this question.

THANK YOU.

Please return this form, together with any additional materials you wish to make available to the Commission, to Ruth Rubinstein, North American Commission on Jewish Identity and Continuity, 730 Broadway, 2nd Floor, NY, NY 10003-9596.

June 15, 1994

Dear

Enclosed is a copy of a memo and questionnaire which is being sent to all of the members of the Commission on Jewish Identity and Continuity seeking information about effective and innovative programs being mounted today in areas of special interest to the Commission. We will be gathering this information from all of the organizations represented on the Commission (and some additional ones as well).

In designing this information gathering process, we recognized that a written questionnaire of this type would be inadequate as a vehicle for compiling information about program initiatives being undertaken by the religious movements. Thus, though we want you to see what is being sent to the full Commission -- and encourage you to use the form to submit information about programs you think especially highly of -- we also want you to be aware that we are in the process of setting up a series of meetings with each movement's representatives on the Commission to allow for fuller discussion of important denominational initiatives.

Despite the predictable logistical complexities, we are trying to convene these meetings within the next few weeks, and certainly before the end of the Summer. You will be contacted regarding time and location, and we hope that you will be able to participate. In the interim, please feel free to be in touch with Jonathan Woocher if you have any questions, and to submit any written materials you wish.

With our thanks and best wishes.

Sincerely,

Marvin Lender

Shoshana S. Cardin

Rabbi Richard Block
Congregation Beth Am
26790 Arastradero Rd.
Los Altos Hills, CA 94022

Dr. Alfred Gottschalk
Hebrew Union College
3101 Clifton Ave.
Cincinnati, OH 45220-2488

Gerard Kaye
Union of American Hebrew
Congregations
100 W. Monroe St.
Chicago, IL 60603

Sara Lee
HUC-JIR
3077 University Avenue
Los Angeles, CA 90007

Melvin Merians
UAHC
10 Bonnie Briar Lane
Larchmont, NY 10538

Rabbi Alexander Schindler,
President
Union of American Hebrew
Congregations
838 Fifth Avenue
New York, NY 10021

Rabbi Sheldon Zimmerman
President, CCAR
Temple Emanu'EL
8500 Hillcrest
Dallas, TX 75225

REFORM.MRG

June 16, 1994

June 3, 1994

Note to Rabbi Schindler

I just spoke to Jonathan Woocher. Yes, he would like to have this group become a focus group which would include all of the Reform representatives on the Commission, be they members of the Union, College-Institute or the CCAR. He believes it would be helpful to have staff members such as Seymour Rossel or Department Heads not involved in the Commission to sit together as a Reform Think Tank on Jewish Identity and Continuity. When you have an opportunity, he would like to discuss this with you in order to discuss the where and when of such a gathering.

529-2000

X1302

X

Eric
Dan
David S
Smyth

Called -
left word