

COMMUNITY-FUNDED REFORM RABBIS ON CAMPUS:  
A CASE STUDY OF RUTGERS HILLEL

By  
Sarah Batya Joselow

---

Capstone project submitted in partial fulfillment of the requirements for the  
Masters degree in Jewish Nonprofit Management

Summer 2016

HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION

LOS ANGELES SCHOOL

ZELIKOW SCHOOL OF JEWISH NONPROFIT MANAGEMENT

COMMUNITY-FUNDED REFORM RABBIS ON CAMPUS:

A CASE STUDY OF RUTGERS HILLEL

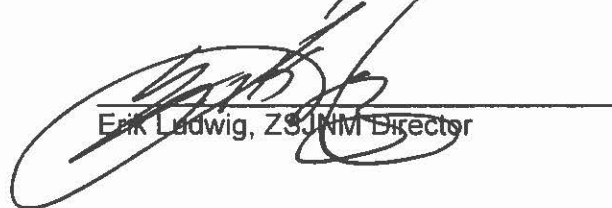
By

Sarah Batya Joselow

Approved By:

A handwritten signature in black ink, appearing to read "S. Windmueller", written over a horizontal line.

Steven Windmueller, Advisor

A large, stylized handwritten signature in black ink, written over a horizontal line.

Erik Ludwig, ZSJNM Director

## Table of Contents

Abstract.....	1
Acknowledgements.....	2
Introduction.....	3
Historical Context: Literature Review .....	5
Methodology .....	9
Program Summary .....	10
Program Assessment.....	14
Conclusions and Recommendations .....	20
Interviews.....	24
Bibliography .....	24
Appendices.....	28
Appendix A – Participant Consent Form .....	28
Appendix B – Rutgers’ Fundraising Appeal .....	29
Appendix C – Reform Movement Statement of Support.....	33

## **Abstract**

How can the Reform movement revitalize its presence on college campuses? Although Reform Jews represent the majority of American Jewry today, Reform Judaism is drastically under-represented on college campuses. This capstone highlights an innovative model for expanding the Reform presence on campus developed at Rutgers Hillel, in which a Reform rabbi on campus is partially funded by the local Reform community. Born out of a partnership between local rabbis and Rutgers Hillel's professional staff, this community-funded Reform rabbi model, known as the Reform Outreach Initiative (ROI), has the potential to change the trajectory of Reform life on campus if it can be replicated at other Hillels. In order to determine whether or not this program is replicable on other campuses, I conducted interviews with 13 individuals associated with the ROI and Hillel International aimed at determining how this program was developed and evaluating its level of success and sustainability.

This research determined that while Rutgers' ROI program has succeeded in positively impacting Reform campus life to some degree, the current program model is not optimal for maximum program impact. Despite some programmatic limitations, however, the idea at the core of the ROI program merits attention and replication: genuine partnership between Hillel and the Reform movement. If adjustments are made to the ROI structure, programs like this initiative have the potential to substantially revitalize Reform Jewish life on college campuses.

## **Acknowledgements**

I gratefully acknowledge the contributions of the following:

All of the individuals who gave generously of their time in interviews. In particular, Rabbi Jessica Lott, who initially brought my attention to the Rutgers Hillel Reform Outreach Initiative.

Dr. Steven Windmueller, my thesis advisor and true thought partner in this project. Thank you for your patient guidance, inquisitive and brilliant mind, and thoughtful editing. As always, it has been an honor and a pleasure creating this research with you.

The (Z)SJNM administrations, old and new (Richard Siegel, Mandi Richardson, Erik Ludwig, and Sarah Benor), and the Director of the School of Rabbinics, Rabbi Dr. Dvora Weisberg. Thank you for bearing with me and helping me navigate the complicated path of pioneering a new degree program over the last two and a half years. Thanks also to Dr. Saba Soomekh, for her initial advising as this project began to take shape.

The ZSJNM class of 2016, for their camaraderie and sense of humor. I cannot imagine the last two years without all of you and I am proud to call you all my colleagues.

My family and friends, for their never-ending encouragement, support, and love. And particularly, thank you to Zachary, for putting up with me in “thesis mode” from near and far and for always knowing the right bitmoji to make my day. You inspire me to be a better version of myself.

And last but not least, Rabbi Richard Levy. Thank you for continually encouraging me to pursue my passion for campus life and imagine the world as it can be. You are a true inspiration in this work and I am so lucky to have you as a personal mentor and role model. This thesis is for you.

## Introduction

As an aspiring Reform Hillel rabbinic professional I have long been troubled by the Reform movement's lack of investment in college campuses. While the Orthodox community has drastically increased its investment in campus life over the last decade, with the growth of programs like Chabad on Campus, the Orthodox Union's Jewish Learning Initiative on Campus (OU-JLIC), and the Meor Maimonides Leaders Fellowship, the Reform movement has moved in the exact opposite direction, downsizing its college programs until they have essentially been all but eliminated. Though the Union for Reform Judaism (URJ) may argue it has simply handed campus life over to a capable partner in Hillel International, it has failed to recognize the ramifications of turning over Reform life to a pluralistic organization and liberal Jewish life on college campuses has suffered as a result of this lack of support.

The numbers speak for themselves: though Reform Judaism makes up by far the largest American Jewish movement, representing 35% of the overall Jewish population and 50% of those who identify with a movement, Reform Jewish professionals are woefully underrepresented on college campuses, representing only 21% of rabbinic professionals currently employed by Hillel International (Pew Research Center, 2013).<sup>1</sup> While around 100 Hillels currently employ Campus Rabbis or Senior Jewish Educators, historically only four have ever hired Reform Rabbis specifically to serve their campus' Reform communities. In direct contrast to this lack of investment in Reform campus life, there are currently over 20 Orthodox rabbis employed by the OU-JLIC program specifically designated to serve the Orthodox communities on their campuses (OU-JLIC Current Campuses).

For my capstone I sought to investigate this disparity and explore different ways that the Reform movement could reinvigorate its presence on college campuses. I began by looking into

---

<sup>1</sup> Reform rabbis account for 24 of the 116 rabbis employed by Hillel International as of April 6, 2016.

the four campuses that have historically employed Reform Rabbis specifically to serve their campus' Reform communities: Cornell University, Rutgers University, University of North Carolina and University of Pennsylvania. In my research one campus' model struck me as unique: Rutgers Hillel's Reform Outreach Initiative (ROI). Unlike the programs on the other three campuses, which were privately funded by niche donors or grants, Rutgers' ROI was supported by the local New Jersey Jewish community. Born out of a partnership between local rabbis and Rutgers Hillel's professional staff, this community-funded Reform rabbi model stood out to me as something that had the potential to change the trajectory of Reform life on campus if it could be replicated at other Hillels. I was intrigued by this community-funded Reform rabbi model and chose to make it the focus of my capstone project. This research explores Rutgers' community-funded Reform rabbi position and to investigate whether or not this model could possibly be replicable on other campuses.

I have chosen to research the following questions:

1. How did the community-funded Reform rabbi model emerge at Rutgers?
  - a. What factors contributed to its success?
  - b. Is this model sustainable?
  - c. What effect has this program had on Reform campus life at Rutgers?
2. Is this community-funded Reform rabbi model replicable on other campuses?

The ultimate goal of this thesis is to determine whether or not Rutgers Hillel's community funded Reform rabbi model can be replicated on other campuses. If this model can be successfully transferred to other campuses, it may provide a roadmap for revitalizing the Movement's presence on college campuses. As a result of this reality, the intended audience of my thesis is threefold:

1. Reform movement policy makers who have the power to help replicate a program like this on a larger scale.
2. Hillel professionals, both on individual campuses, who could potentially bring this program to their own Hillels, and at the Schusterman International Center, who could partner with Reform movement policy makers to replicate the program on a larger scale.
3. Last but certainly not least, aspiring Hillel professionals from the Reform movement, like myself, who I hope will see the potential impact this program could have on Reform campus life as we know it and become even more motivated to invest in the next generation of Reform movement leaders on campus.

### **Historical Context: Literature Review**

At the heart of the issue with the Reform movement outsourcing Reform campus life to Hillel International is a fundamental misunderstanding of Hillel's mission and values. The mission of Hillel is to "enric[h] the lives of Jewish students so that they may enrich the Jewish people and the world" (Hillel Mission Statement). Hillel International defines itself as a pluralistic organization that serves as an umbrella for all forms of Jewish life, which means that Hillel does not focus on the denominational affiliation of their staff members. In fact, historically since its founding Hillel's priority has always been creating vibrant Jewish life on campus broadly speaking, not ensuring the success of any one movement on campuses (Rosen, 2006; Rubin, 2002). Since the founding of the first campus Hillel at University of Illinois,



Urbana-Champaign in 1923, the Hillel movement has expanded to over 550 universities nationwide.

In recent years Hillel International has focused its attention on enhancing Jewish campus life by investing heavily in outreach to otherwise unengaged students. Notably, in 2008 it launched a new alternative to the traditional Campus Rabbi position, developing the new Senior Jewish Educator (SJE) role (Firestone and Gildiner, 2011). Though similar in qualifications to Campus Rabbis, SJE's were tasked with the job of reaching out to unaffiliated and disengaged Jews on their campus and expanding Hillel's ability to engage students in meaningful Jewish experiences. SJE's seek to bring these students into a meaningful relationship with Judaism holistically, regardless of whether those students choose to affiliate with any denomination. Launched with a pilot cohort of five SJE's and expanded to additional campuses in subsequent years, this program exemplifies Hillel's strategic shift towards outreach initiatives (Cohen et al., 2010). Though the program is still relatively new, initial reports indicate that it has been successful in amplifying Hillel's impact on campuses, with one study finding that the program was able to reach nearly 22,000 students on ten campuses during its first five years of work (Zwilling and Sacks, 2012).

Concurrent with the rise of Hillel International's new focus on outreach and engagement, the Orthodox Union has dramatically increased its presence on college campuses through its new Jewish Learning Initiative (JLIC) program in partnership with Hillel International. Created in 2001, through this program the Orthodox Union has invested in placing Orthodox rabbinic couples on 20-26 campuses annually over the last 15 years (JLIC Expands, 2014; OU-JLIC Overview). Because this program was launched in partnership with Hillel International, JLIC

couples are full staff members of the individual Hillels where they work, unlike other programs like Chabad on Campus. The mission of this program is threefold:

- 1) To enable, encourage, and advance the Torah education and commitment of Orthodox students at secular universities.
- 2) To provide avenues to spiritual development and exploration for Jewish students from all backgrounds.
- 3) To strengthen Orthodox communities on campus in a manner that also encourages openness and mutual respect to all Jews and Jewish communities on campus. (OU-JLIC Mission Statement and Goals).

It is significant to highlight that all three of these goals explicitly give JLIC couples the aim of unapologetically promoting Orthodox Judaism at colleges and universities, a direct contrast to Hillel International's Campus Rabbi and Senior Jewish Educator positions.

To help this program succeed on campus, it was designed to be financially efficient and appealing to Hillel Executive Directors. Like most nonprofits Hillels are often strapped for funding, so the Orthodox Union subsidizes 70% of the cost of these rabbinic couples, meaning that each individual Hillel only needs to raise 30% of the funding necessary to cover the cost of having two full-time trained Jewish educators on staff. When compared with the funds needed to hire a single Campus Rabbi or Senior Jewish Educator, it is not surprising that dozens of campuses have chosen to take advantage of the JLIC program. Thanks to its investment in the JLIC program, the Orthodox movement has seen a strong resurgence of its presence on college campuses, with additional JLIC couples being added to campuses every year since the 2001 when the program was established (Gerstenfeld and Weinrab, 2007; Wertheimer and Cohen, 2014, November 2).

Outside of the Hillel context, Orthodox Jewish life on campus has also benefitted tremendously from the presence of independent Orthopraxic kiruv programs like Chabad on

Campus and the Meor Maimonides Leaders Fellowship. Though neither Chabad nor Meor rabbis affiliate with the Orthodox Union, they model a similar traditional halachic lifestyle to mainstream Orthodox movement rabbis. Chabad on Campus currently serves some 210 campuses worldwide, while Meor operates on 21 US-campuses, amplifying the presence of Orthopraxic Judaism on college campuses across the country (Chabad on Campus International Directory; Meor Locations).

Concurrent with this dramatic increase in the Orthodox presence on campus over the last 15 years, both the Reform and Conservative movements have dramatically pulled back their college programming. In the wake of the 2008 economic crisis, like many Jewish institutions, the URJ was forced to substantially restructure, resulting in the overall contraction of programmatic offerings and the elimination of virtually all college programming (Windmueller, 2009). This decrease in the Reform movement's presence on campus juxtaposed with the Orthodox community's notable investment in campus life has resulted in a highly lopsided campus culture. Offering a commentary on the rise of Orthodox programming on American campuses, in a 2014 editorial Dan Smokler noted, "No matter how many *kiruv* (outreach) workers flood campuses, or how many bowls of chicken soup are served by Chabad, most Jews are unlikely ever to move into any sector of the Orthodox camp" (Smokler, 2014). Given this reality, there are a substantial number of non-Orthodox Jews on college campuses waiting to be engaged, and, as Wertheimer and Cohen identified in 2014, college campuses are "an opportunity waiting to be seized" by the liberal Jewish movements (Wertheimer and Cohen, 2014, November 2).

## **Methodology**

In order to understand how Rutgers' Reform Outreach Initiative was created, I conducted 14 qualitative research interviews with 13 individuals. 11 of these individuals were closely associated with Rutgers Hillel, including the major donors behind the ROI program, all three individuals who have filled the Reform Rabbi/Educator position since its creation, other members of Rutgers Hillel professional staff, a student co-chair of the Rutgers Reform Minyan, and three rabbis from New Jersey who have been intimately involved with creating the ROI. Following our conversations, several of these individuals provided me with key documents about the ROI, which have also been incorporated into this thesis. All of these interviews, as well as these supporting documents, helped me understand how the ROI program evolved and what factors have contributed to its success.

I interviewed the following individuals associated with Rutgers Hillel:

1. Rabbi Brandon Bernstein, Rutgers Reform Rabbi (2014-2015)
2. Andrew Getraer, Executive Director of Rutgers Hillel
3. Rabbi Matthew Gewirtz, Rabbi of Congregation B'nai Jeshuran, Short Hills, NJ
4. Rabbi Arnold Gluck, Rabbi of Temple Beth-El, Hillsborough, NJ
5. Sarah Magida, Rutgers Reform Community Educator (2015-present)
6. Julia Motis, Co-Chair of Rutgers Reform Minyan
7. Rabbi Bennett Miller, Rabbi of Anshe Emeth Memorial Temple
8. Lee Rosenfield, former Rutgers Hillel Development Director
9. Arthur and Betty Roswell, ROI matching donors
10. Rabbi Heath Watenmaker, Rutgers Reform Rabbi (2011-2014)

In addition to these interviews linked to Rutgers Hillel, I also spoke with Rabbi Jessica Lott, the Director of Jewish Educational Networks at Hillel International, who oversees all educational professionals on Hillel campuses nationally, and with Rabbi Mike Uram, the Executive Director University of Pennsylvania Hillel, who recently created a Reform rabbi position on his campus through donor funding. These two interviews in particular helped me analyze the viability of replicating Rutgers' ROI on other campuses.

All interviews were conducted by phone and recorded with the permission of the interviewees. After each interview a comprehensive report of the interview content and major takeaways was created. The content of all 14 of these qualitative interviews, as well as all supporting documents provided, have been synthesized to produce this thesis.

### **Program Summary**

In the fall of 2009, Rutgers Hillel Executive Director Andrew Getraer and then Director of Advancement Lee Rosenfield invited two of their most loyal and generous Reform donors, Arthur and Betty Roswell, to visit campus and meet with student leaders from the Reform community. During this meeting, Betty asked the students, "What does being a Reform Jew mean to you?" In response to this seemingly basic question, the students struggled to articulate anything substantial -- only the usual cacophony of answers like "not keeping Kosher," "watching TV on Shabbat," and "using guitar in services" emerged. Walking away from this meeting, Andrew and Lee realized that they had a problem: Reform Jews at Rutgers were disengaged and unaware and they as Hillel professionals had an obligation to address the issue.

After several brainstorming conversations an idea emerged: bring a Reform rabbi to campus and invest in the Rutgers Reform community. The thought had already been percolating

in Andrew's mind for several years, following a conversation with other Hillel Executive Directors about the general lack of any sort of Reform Jewish presence on campus. During the early 2000s one of Rutgers' JCSC Fellows, Ari Margolis, had come from a Reform background, and Andrew had seen firsthand the success that having even a minimal professional Reform presence on campus could bring. Based on Ari's success, it was not a large leap for Andrew to imagine the significant impact that a full-time rabbi could have on Rutgers' Reform community.

With this idea in mind, Andrew and Lee next reached out to two local rabbis: Rabbi Arnold Gluck of Temple Beth-El in Hillsborough, NJ, the Roswells' congregation, and Rabbi Bennett Miller of Anshe Emeth Memorial Temple in New Brunswick, NJ. Rabbi Gluck's daughter was a recent alum of Rutgers and Rabbi Miller's congregation was located mere moments from campus, making the pair natural partners for collaboration. Luckily for Andrew and Lee, Rabbis Gluck and Miller had also been bouncing around the idea of bringing a Reform rabbi to campus following Rabbi Gluck's daughter's lackluster experiences as a Reform Jew at Rutgers.

A partnership developed immediately and this newly formed brain trust of four began work putting together a proposal for their program. The first step was getting other community members on board, for which Andrew and Lee turned to Rabbis Gluck and Miller. Using their connections in the New Jersey community, Rabbis Gluck and Miller invited a group of approximately a dozen local rabbinic colleagues to campus for a day-long summit to hash out the program details. Facilitated by Marian Stern, a non-profit consultant and Rutgers alum, during the summit this ad-hoc group of local rabbis outlined an all-encompassing program to address the needs of Rutgers' Reform Jewish community including hiring a full-time rabbi and ten student engagement fellows who would assist the rabbi with student outreach. The program was

designed to focus primarily on building up and invigorating the Rutgers Reform community by having this rabbi and his or her student fellows “build 1:1 relationships with students across all five New Brunswick/Piscataway based campuses” (Grant Proposal in Support of Reform Life at Rutgers University, 2010). From this point forward the program became known as the “Reform Outreach and Initiative (ROI).”<sup>2</sup>

To begin creating momentum behind their idea, Andrew, Lee, and Rabbis Gluck and Miller next tested the waters to see if donors would be interested in funding the ROI. Given their demonstrated and consistent interest in the Reform community at Rutgers, Arthur and Betty Roswell emerged as the clear first donors to engage in conversation. Knowing that the Roswells liked giving matching donations, Rabbi Gluck, their rabbi, met with Arthur and Betty and asked them to put forward \$250,000 to fund the first three years of the ROI. After helping to edit the program proposal and make sure the program aligned with their interests, the Roswells eventually agreed to provide the matching funds for the ROI, setting the program in motion.

After securing the Roswells’ donation, the Rutgers team brought the proposal to the URJ, seeking their support of the program. Though the URJ did not put forward any financial support, they did agree to put out a statement to the New Jersey Reform Jewish community offering their “unequivocal support to Rutgers University Hillel in its new endeavor to engage a Reform rabbi to serve the needs of the University’s Jewish student population” (Reform Movement Supports Rutgers Hillel Initiative, March 24, 2010). In addition to encouraging local New Jersey rabbis to support the program, the URJ also invited Rabbis Gluck and Miller to pitch their program at the upcoming January 2010 URJ Biennial in Toronto, and to solicit donations from attendees following the convention.

---

<sup>2</sup> Originally the program was known as the “Reform Outreach and Engagement Initiative” but “Engagement” was dropped from the name before the program launched.

Building on this momentum, Rutgers Hillel put out a fundraising appeal to the local Reform Community seeking support for their “Reform Outreach and Engagement Initiative” (Grant Proposal in Support of Reform Life at Rutgers University, 2010). Signed by eight local rabbis, this appeal was aimed at getting the local Reform community to put up the remaining \$250,000 needed to fund the program for the first three years. Seeking to appeal to the interests of local synagogues, the proposal pitched the program as integral to the vitality of the New Jersey Jewish community, stating,

As the fourth largest Jewish campus in the country, Rutgers University has an estimated 5,000 Jewish undergraduates and 1,000 Jewish graduates on campus more than Brandeis and Yeshiva Universities combined. At least 20% or 1,250 of these students come from a Reform Jewish background. Toward that end, Rutgers Hillel seeks to develop cutting-edge resources and strategies to effectively address the quality of Reform Jewish life on campus. 90% of Rutgers students come from New Jersey and experience shows that the largest number of these students will ultimately remain in New Jersey. They along with their families will make up a significant composition of Reform congregations in the years ahead (Grant Proposal in Support of Reform Life at Rutgers University, 2010).

Though it was too late to get a full-time rabbi on campus for the 2010-11 school year, by the end of the 2009-10 school year, the team had raised enough money to post a job for a part-time “Reform Outreach Associate” who would help provisionally launch the ROI (Reform Outreach Associate Job Description, Spring/Summer 2010). A search led to hiring a part-time outreach professional for the 2010-11 school year while a full search for a Reform rabbi to lead the ROI continued.

In the spring of 2011 Rabbi Heath Watenmaker (HUC-LA ‘11) was officially hired as the first full-time Reform Rabbi at Rutgers Hillel beginning with the 2011-12 school year. Rabbi



Heath's arrival on campus marked the official launch of the ROI program, which also included hiring the first cohort of student engagement fellows. This unique program immediately won Rutgers national attention from Hillel International, with Rutgers winning Hillel's Excellence in Development Award in 2011 (Rutgers Hillel Wins National Award, 2011).

Rabbi Heath continued to hold this position for three school years, eventually leaving the post in the spring of 2014 to become an Assistant Rabbi at Congregation Beth Am in Los Altos Hills, CA. Following Rabbi Heath's departure, Rutgers Hillel hired Rabbi Brandon Bernstein (HUC-NY '14) for the post. When Rabbi Brandon left Rutgers late the following spring to become the Campus Rabbi at Northwestern Hillel, Rutgers next hired Sarah Magida (HUC-MARE/MAJNM '15) to fill the position, which she will continue to hold through the 2016-17 school year.<sup>3</sup>

In the spring of 2015 Rabbi Miller stepped down as Rabbi Gluck's rabbinic co-chair of the ROI program, concurrent with taking on the role as Chair of the American Reform Zionists of America (ARZA). During the 2015-16 school year Rabbi Matthew Gewirtz of Congregation B'nai Jeshuran in Short Hills, NJ was invited to replace Rabbi Miller as co-chair, and at the time of this publication the ROI continued to be co-chaired by Rabbis Gluck and Gewirtz.

### **Program Assessment**

As to the question of whether or not the Rutgers ROI program has been successful, the results are unclear. As it sought to do, the ROI program has had a positive impact on Reform Jewish life on Rutgers' campus. Though concrete data about the program's success is somewhat limited, according to internal reports, during the first three years of the program Rabbi Heath

---

<sup>3</sup> Sarah Magida was hired as a "Reform Community Educator."

Watenmaker personally met with over 200 students and his student engagement fellows met with an additional 1,000 students (Reform Outreach Initiative: Major Accomplishments of the First Three Years, Spring 2014). Thanks to these substantial outreach efforts, attendance at Reform Friday night services has also significantly increased since the ROI was launched. Prior to the program's creation three to five students regularly attended Reform Shabbat services. By midway through the 2014-15 school year attendance reached a weekly average of 15 students, an increase of over 300% (Reform Outreach Initiative, 2014-15 Midyear Report). Additionally thanks to the ROI's travel budget Reform student leaders from Rutgers have also been able to engage with their Reform counterparts from across the country at various conferences, including two URJ Biennials, a 2013 Reform Jewish Youth Advocacy Summit, and a 2014 joint Shabbaton with Penn Hillel. Anecdotally these immersive experiences have helped Reform students at Rutgers recognize and appreciate the unique-nature of the ROI. As one student leader wrote after the recent 2015 URJ Biennial,

Even though I recognize the great accomplishments of this community, I tended to dwell on the things that were not going perfectly... After this weekend, however, my perspective has been completely changed. I talked to student leaders from Hillels where they are the only active Reform Jew on campus and students who have no staff support. I learned that our Reform Educator, Sarah Magida, is one of the few people in all of Hillel International whose sole job is to reach out to Reform students on campus... After coming home from Orlando, although I was much colder, my heart was warmed from knowing that I am part of a community that has an unmatched amount of support and love from the greater Jewish community. (Manich, The Grass isn't Always Greener).

However, despite these successes, because of several significant structural issues the impact that the ROI program has had on campus life has been limited. A significant constraint on the ROI's success has been a high rate of staff turnover. Even though the program only

launched five years ago, three different people have cycled through the full-time Reform Rabbi/Community Educator position. Rabbi Heath stayed with the program for three years, Rabbi Brandon for just one, and at the time of this publication Sarah Magida was in the midst of completing her first year in the position. Though all parties involved identified that these staff transitions had gone smoothly, there is inevitably momentum lost when a program is forced to cycle through executive staff every one to two years. By definition it takes new staff members some time to adjust to their new positions, and unfortunately programming inescapably suffers in the interim. The effect of these staff transitions has been magnified by the reality that professional staff continuity is of special importance on college campuses that are already transitional and ever-changing communities, with students cycling in and out every four years. So much of campus work hinges on building relationships with individual students in this already ever-changing environment, and unavoidably each time a new professional comes in they needed to start anew building their own relationships on campus. As a result of these realities, the ROI's impact over the last two years because of staff turnover has been limited.

Additionally, because of this considerable amount of transition in the Reform Rabbi/Community Educator position, the job description has changed appreciably over the years and several key aspects of the original project proposal intended to amplify the ROI's impact have been lost along the way. Most notably the student engagement fellow program has not continued beyond the first three years of the program. As highlighted above, these cohorts of student engagement fellows measurably increased the ROI's impact, meeting with five-times more students from 2011-2014 than the Reform Rabbi himself. However, despite its initial success, student engagement fellows were not hired during the 2014-15 or 2015-16 school years. As evidenced by the fellows' outreach success between 2011-2014, eliminating the student

fellows component of the ROI significantly reduced the number of student one-to-one meetings the ROI has been able to conduct over the last two academic years. Staff transition was universally cited as the primary reason that this aspect of the ROI program has not continued. It was difficult for outgoing professionals to hire interns for their successors, and new staff members did not have the capacity to hire interns immediately upon beginning their jobs. The unintentional elimination of this key aspect of the ROI program demonstrates the significant ways in which staff transition has held the ROI back over the last three years. Thanks to the advocacy of rabbinic co-chair, Rabbi Gluck, at the time of this publication, there have been tentative plans to bring back this student engagement fellow program in 2016-17.

In addition to this internship program being discontinued in the midst of staff transitions, certain key aspects of the Reform Rabbi/Community Educator's engagement with the broader New Jersey Jewish community have also not remained in place. The original grant proposal outlined a vision for the Reform Rabbi to "visit high schools and youth groups across the state to recruit Reform students to attend Rutgers" (Grant Proposal in Support of Reform Life at Rutgers University, 2010). These visits served a dual purpose: 1) to build relationships with prospective Reform students so that they would be more likely to be involved with Hillel once they reach campus and 2) to build and maintain relationships with local synagogues, bolstering the rabbinic co-chairs' fundraising efforts. Though Rabbi Heath visited many synagogues and youth groups throughout the state and also hosted many groups of high school students at Rutgers, these visits have not continued in any significant way since 2014 because of shifts in the Reform Rabbi/Community Educator job description. Coupled with the discontinuing of the student engagement fellow program, halting these visits has significantly limited the ROI's impact on campus over the last two years.

Concurrent with all of this staff turnover and change in the Reform Rabbi/Community Educator job description, the ROI program has also faced financial constraints. Even though the program was a joint effort between the Rutgers' Hillel executive staff and local rabbinic leadership, because of capacity issues the Rutgers staff has not been able to support the program as fully as originally envisioned, placing a large burden on the rabbinic co-chairs. Though Lee Rosenfield served as Director of Advancement at Rutgers while the ROI was incubated and launched, he left Rutgers Hillel in December 2011 to pursue consulting, only one semester after the program was launched. According to all interviewees who worked with Lee he had been instrumental in fundraising for the ROI and was a real champion of the program during his tenure at Rutgers Hillel, thanks to his own personal roots in the Reform Movement.<sup>4</sup> Lee worked closely with Rabbis Gluck and Miller as a partner in actively fundraising for the program, and also helped train Rabbi Heath in fundraising for his own position. At the time of this publication, Rutgers Hillel had not yet hired a full-time fundraising-focused development professional since Lee's departure in December 2011.<sup>5</sup> Though Lee returned to Rutgers in a limited capacity in June 2012 as a freelance Capital Campaign Consultant to assist with a new \$20-million building campaign, he has not been involved in annual fundraising efforts for programs like the ROI. As a result of Lee's departure and lack of replacement, the ROI has received significantly less fundraising support from the Rutgers professional staff in recent years than it once did in its early years. This has placed a heightened burden on the ROI's rabbinic co-chairs to take the lead on fundraising for the program. Furthermore, while Rabbi Heath actively took part in fundraising for the ROI, neither Rabbi Brandon nor Sarah Magida have been

---

<sup>4</sup> Lee graduated from the Hebrew Union College-Jewish Institute of Religion's then Masters in Jewish Communal Service program in 1995.

<sup>5</sup> At one point in 2013-14 a Director of Development was hired, she proved to not be a match for the position and was let go shortly after being hired.

involved in fundraising efforts because of shifts in the Reform Rabbi/Community Educator portfolio. Moving fundraising out of the Rabbi/Community Educator's portfolio has further amplified the fundraising burden placed on the rabbinic co-chairs in recent years. Luckily for the ROI, the rabbinic co-chairs have been able to successfully carry the fundraising burden by themselves, largely thanks to the significant and consistent efforts of Rabbi Gluck.

This shift in ownership over fundraising from the Rutgers executive staff to the ROI rabbinic co-chairs highlights a core tension surrounding the ROI program: a lack of clarity in ownership and accountability. In interviews, Rutgers Hillel professional staff and the rabbinic co-chairs described their work and responsibilities very differently. Most notably there was ambiguity around who was ultimately responsible for looking out for the sustainability of the ROI. It is difficult to imagine a program being successful in the long term without this lack of clarity around ownership and accountability being addressed.

In addition to these internal issues, a significant external limitation on the ROI's success has been the extremely minimal support it has received from the broader Reform Movement. Though Rabbis Gluck, Miller, and Gewirtz have each been instrumental in rallying the support of their local rabbinic peers in the state of New Jersey, the program has received only tacit support and no fiscal contributions from either the Union for Reform Judaism (URJ) itself or the Central Conference of American Rabbis (CCAR), the Reform movement's national rabbinic assembly. Every person interviewed for this project identified this as a serious area of concern for the ROI: the Rutgers ROI team has had to work much harder to keep this program afloat than it would if the URJ or CCAR provided them with fiscal or other support. In many ways the only Reform champions of this program have been its own rabbinic co-chairs; this program would not exist if it were not for their partnership and substantial efforts. Given that rabbinic co-chairs are

by definition also full-time Senior Rabbis of their own congregations, this reality begs the question of whether or not the Rutgers' current ROI-leadership model is ultimately sustainable.

While Rutgers' ROI program has succeeded in positively impacting Reform campus life despite limitations, the reality remains that the current program model and execution is not optimal for maximum program impact. Before other campuses consider replicating a program like the ROI, this researcher would strongly urge them to address each of the structural issues identified in this study. If adjustments are made to the ROI structure, programs like this initiative have the potential to substantially revitalize Reform Jewish life on college campuses.

### **Conclusions and Recommendations**

As Wertheimer and Cohen identified, college campuses represent “an opportunity waiting to be seized” by the liberal Jewish movements (Wertheimer and Cohen, 2014, November 2). While the presence of Orthopraxic Judaism on campus has substantially increased over the last 15 years thanks to the rise of programs like the OU-JLIC, Meor Maimonides Leaders Fellowship, and Chabad on Campus, the Reform presence on campus has notably declined. Though all of these Orthodox-centered programs appeal to a certain proportion of the student population, they are unlikely to appeal self-identified Reform and Conservative Jewish students, as well as students who consider themselves secular or cultural Jews, or simply “just Jewish” or Jews of no religion. Though non-Orthodox Jewry represents 90% of the current American Jewish population, liberal Jewish professionals are greatly underrepresented on college campuses and, as a result, the majority of Jewish students on campus are widely underserved (Pew Research Center, 2013).

It is clear from this case study that revitalizing Reform Judaism on campus is no easy task and that it cannot be accomplished without substantial collaboration between Hillel and the Reform movement. Given Hillel's pluralistic mission, the task of serving Reform Jews on campus cannot be left to Hillel alone. In order for Reform Judaism to revitalize its presence on campus and participate as a vital partner with Hillel, the Movement will need to create a campus strategy. One or more of the primary instruments of Reform Movement whether it is the URJ, CCAR, and/or HUC will need to assume responsibility for creating and executing this plan. Without active and enthusiastic champions from within the Reform movement, focusing on reinvigorating campus life for liberal Jews, there is simply no way that programs like Rutgers Hillel's ROI can be replicated on a larger scale. Though Rutgers succeeded in building this standalone program thanks to the monumental and tireless efforts of several local rabbis, in order to create a national campus strategy Reform movement support must take on a more sustainable form. The OU-JLIC program represents an excellent model of what true partnership between Hillel and a movement can look like, with Hillel and the Orthodox Union each contributing both financially and programmatically to the program and taking joint ownership over its success. Letters of support like that written on behalf of Rutgers Hillel will not be enough; if the URJ or CCAR desires to see Reform Judaism succeed on the North American campus scene, they must make college programs a priority. A spotlight needs to be placed on the importance of highlighting the priority of campus work, money needs to be allocated to support a college strategy, and young Jewish professionals need to be encouraged and prepared to consider careers in serving the college community, perhaps through a designated training track at HUC.

Additionally, as evidenced by the struggles over ownership that Rutgers' ROI program has faced, it will also be imperative that Hillel willingly and actively partner with the Reform



Movement in this endeavor. The Rutgers' ROI program was ultimately only able to launch because the Rutgers Hillel professional staff actively backed and supported the program – without their efforts the program never would have taken shape. Though non-Orthodox students may not typically be the one showing up at Hillels on a daily basis actively seeking out Jewish life on campus, statistically they represent 90% of the student population (Pew Research Center, 2013). Actively pursuing programs to support liberal Jewish students will greatly expand Hillel's reach on campus, ultimately furthering Hillel's mission of enriching the lives of Jewish students so they may enrich the Jewish people and the world. Given the massive size of this underserved student population, it is worthwhile for Hillel and the Reform movement to investigate partnership opportunities with foundations and federations to help financially support the expansion of liberal Judaism on campus.

While national change can only take place when Hillel International and the Reform movement partner on creating a country-wide strategy, the sheer existence of the Rutgers ROI program indicates that work can also be done on a micro-level. Any local Hillel professional who wants to better serve the non-Orthodox student populations on their own campus need not wait for the national movements to begin reaching out to local rabbis and exploring the possibility of a program like Rutgers' ROI to their own campus. There is much creative organizing work that can – and should – be done at a local level to better serve the needs of the liberal Jewish student population.

At its core Rutgers Hillel's Reform Outreach Initiative represents an extremely innovative way to expand liberal Jewish life on campus. Though it may have structural issues, the central tenant of this program – a true partnership between the Reform movement and a local Hillel – warrants national attention and replication. By combining the resources and efforts of

both local Reform rabbis and Hillel professionals, the team at Rutgers Hillel was able to successfully bring a dedicated Reform rabbi to campus to specifically address the needs of Reform students, a reality which is still to this day virtually unheard of on other campuses. Imagine what could be done if this partnership were replicated on a larger-scale and the ROI's structural and programmatic issues were addressed on individual campuses. To say the least, this truly is "an opportunity waiting to be seized."

## **Interviews**

- Bernstein, Rabbi Brandon. Former Reform Rabbi, Rutgers Hillel. (July 17, 2015).
- Getraer, Andrew. Executive Director, Rutgers Hillel. (March 16, 2016).
- Gewirtz, Rabbi Matthew. Rabbi, Congregation B'nai Jeshuran, Short Hills, NJ. (March 28, 2016).
- Gluck, Rabbi Arnold. Rabbi, Temple Beth-El, Hillsborough, NJ. (March 14, 2016).
- Magida, Sarah. Reform Community Educator, Rutgers Hillel. (March 2, 2016).
- Miller, Rabbi Bennett. Rabbi, Anshe Emeth Memorial Temple. (March 11, 2016).
- Motis, Julia. Co-Chair, Rutgers Reform Minyan. (April 1, 2016).
- Lott, Rabbi Jessica. Director of Jewish Educational Networks, Hillel International. (June 16, 2015 and April 4, 2016).
- Rosenfield, Lee. Former Development Director, Rutgers Hillel. (March 18, 2016).
- Roswell, Arthur and Betty. Rutgers Reform Outreach Initiative matching donors. (April 1, 2016).
- Uram, Rabbi Mike. Executive Director, University of Pennsylvania Hillel. (April 4, 2016).
- Watenmaker, Rabbi Heath. Former Reform Rabbi, Rutgers Hillel. (March 4, 2016).

## **Bibliography**

- About Hillel. Hillel International. Retrieved from <http://www.hillel.org/about>.
- Chabad on Campus International Directory. Retrieved from [http://www.chabad.edu/centers/campus\\_cdo/jewish/Campus-Directory.htm](http://www.chabad.edu/centers/campus_cdo/jewish/Campus-Directory.htm).
- Cohen, Steven M., Ukeles, Jack, Wolf, Minna, and Kopelowitz, Ezra. (2010, November 2).  
Assessing the Impact of Senior Jewish Educators and Campus Entrepreneurs Initiative  
Interns on the Jewish Engagement of College Students -- Two-year summary: 2008-2010.

- Research Success Technologies and Ukeles Associates. Retrieved from <http://www.bjpa.org/Publications/details.cfm?PublicationID=13554>
- Firestone, Wayne L. and Gildiner, Rachel L. (2011). Engaging a New Generation: Hillel Innovates for the Millennials. *Journal of Jewish Communal Service*, 86(1/2), 87-96. Retrieved from <http://www.bjpa.org/Publications/details.cfm?PublicationID=13804>
- Gerstenfeld, Manfred and Weinreb, Tzvi Hersh. (2007, August 15). The Orthodox Union and Its Challenges: Interview with Rabbi Dr. Tzvi Hersh Weinreb. Jerusalem, Israel: Jerusalem Center for Public Affairs. Retrieved from <http://www.bjpa.org/Publications/downloadFile.cfm?FileID=2441>.
- Grant, Heather McLeod and Bellows, Lindsay. (2012). Leveraging social networks for student engagement: Scaling A Successful Hillel Pilot Program. San Francisco, CA: Monitor Institute. Retrieved from <http://www.bjpa.org/Publications/details.cfm?PublicationID=21264>
- Hillel Mission Statement. Retrieved from <http://www.hillel.org/about>.
- JLIC Expands to Twenty-One Colleges. (2014, December 1). Jewish Action. Retrieved from [https://www.ou.org/jewish\\_action/12/2014/jlic-expands-twenty-one-colleges/](https://www.ou.org/jewish_action/12/2014/jlic-expands-twenty-one-colleges/)
- Manich, Paulee. (2015, November 24). The Grass isn't Always Greener: URJ Biennial 2015. Rutgers Hillel. Retrieved from <http://www.rutgershillel.org/the-grass-isnt-always-greener-urj-biennial-2015-by-paulee-manich-18/>.
- Meor Locations. Retrieved from <https://meor.org/our-branches/>.
- OU-JLIC Current Campuses. Retrieved from <https://oujlic.org/#currentCampuses>.
- OU-JLIC Mission Statement and Goals. Retrieved from [http://jliconline.org/mission\\_statement\\_and\\_goals/](http://jliconline.org/mission_statement_and_goals/).

- OU-JLIC Overview. Retrieved from <http://jliconline.org/jlic-overview/>
- Pew Research Center. (2013, October 1). A Portrait of Jewish Americans. Retrieved from <http://www.pewforum.org/2013/10/01/jewish-american-beliefs-attitudes-culture-survey/>.
- Rosen, Mark I. (2006, January). The Remaking of Hillel: A Case Study on Leadership and Organizational Transformation. Boston: Fisher-Bernstein Institute for Jewish Philanthropy and Leadership at the Maurice & Marilyn Cohen Center for Modern Jewish Studies at Brandeis University. Retrieved from <http://www.brandeis.edu/cmjs/pdfs/TheRemakingofHillel.pdf>
- Rubin, Debra. (2011, August 22). New staff expands outreach at Rutgers Hillel. New Jersey Jewish News. Retrieved from <http://njewishnews.com/article/6250/new-staff-expands-outreach-at-rutgers-hillel#.VZCt1BNViko>.
- Rubin, Jay. (2000). Reengineering the Jewish Organization: The Transformation of Hillel, 1988-2000. *Journal of Jewish Communal Service*, 76(4), 308-314. Retrieved from <http://www.bjpa.org/Publications/details.cfm?PublicationID=2200>
- Rubin, Jeff. (2002). The Road to Renaissance: 1923-2002. Washington, DC: Hillel: The Foundation for Jewish Campus Life. Retrieved from <http://www.bjpa.org/Publications/details.cfm?PublicationID=4558>
- Rutgers Hillel Wins National Award. (2011, September 7). Jewish Community Voice. Retrieved from [http://www.jewishvoicesnj.org/news/2011-09-07/Local\\_News/Rutgers\\_Hillel\\_wins\\_national\\_award.html](http://www.jewishvoicesnj.org/news/2011-09-07/Local_News/Rutgers_Hillel_wins_national_award.html).
- Sacharow, Fredda. (2012, February 14). Pioneering Rabbi at Rutgers Hillel Reaches Out to Those Who Identify as Reform. *Rutgers Today*. Retrieved from

<http://news.rutgers.edu/issue.2012-02-02.7844909214/article.2012-02-14.3864627856#.VZCtOxNViko>

Smokler, Dan. (2014, November 10). Why Hillel Matters More Than Ever. *Mosaic Magazine*.

Retrieved from <http://mosaicmagazine.com/response/2014/11/why-hillel-matters-more-than-ever/>

Wertheimer, Jack and Cohen, Steven M. (2014, November 24). No Apology for Alarm. *Mosaic Magazine*. Retrieved from <http://mosaicmagazine.com/response/2014/11/no-apology-for-alarm/>

Wertheimer, Jack and Cohen, Steven M. (2014, November 2). The Pew Survey Reanalyzed: More Bad News, but a Glimmer of Hope. *Mosaic Magazine*. Retrieved from <http://mosaicmagazine.com/essay/2014/11/the-pew-survey-reanalyzed/>

Windmueller, Steven. (2009, July 15). The Unfolding Economic Crisis: Its Devastating Implications for American Jewry. *Jerusalem Center for Public Affairs*. Retrieved from <http://jcpa.org/article/the-unfolding-economic-crisis-its-devastating-implications-for-american-jewry/>.

Yares, Ari S., Elias, Maurice J., and Kress, Jeffrey S. (2000). Jewish Identity on Campus: Research and Recommendations for the College Years. *Journal of Jewish Education*, 65(3), 41-48. Retrieved from <http://www.bjpa.org/Publications/details.cfm?PublicationID=13560>

Zwilling, Jennifer and Sacks, Adene. (2012). Senior Jewish Educator and Campus Entrepreneur's Initiative: Two-Year Evaluation Summary Report. Washington, DC: Hillel: The Foundation for Jewish Campus Life.

## Appendices

### Appendix A – Participant Consent Form

#### CONSENT FORM

**DESCRIPTION:** You are asked to participate in a research study about Rutgers Hillel's Reform Outreach Rabbi program. The researcher, Sarah Joselow, wants to learn about how this program emerged for her ZSJNM Masters Thesis. You are asked to be interviewed as part of this study. The identity of all participants will remain confidential – no names or other identifying information will be disclosed unless discussed in advance of publication.

**FOR QUESTIONS ABOUT THE STUDY, CONTACT:** Sarah Joselow, 914-329-1779, [sjoselow@gmail.com](mailto:sjoselow@gmail.com), Masters candidate in Jewish Nonprofit Management and Jewish Education at Hebrew Union College – Jewish Institute of Religion.

**RISKS AND BENEFITS:** There are no risks associated with this study. Benefits include contributing to scholarship about the Jewish people and the field of Jewish education on campus.

**TIME INVOLVEMENT:** Interviews may involve 30 minutes to 75 minutes of your time.

**PAYMENTS:** There will be no payment for participation in this study.

**AUDIO RECORDING:** The recordings will be heard by the researcher, Sarah Joselow. The recordings will remain in Sarah Joselow's possession.

**PARTICIPANTS' RIGHTS:** If you have read this form and have decided to participate in this project, please understand that your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty. You have the right to refuse to answer particular questions. Your individual privacy will be maintained in all published and written data resulting from the study.

If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact – anonymously, if you wish – Erik Ludwig, Director of the HUC-JIR School of Jewish Nonprofit Management: [eludwig@huc.edu](mailto:eludwig@huc.edu), 3077 University Ave., Los Angeles, CA 90007, or toll-free at 800-899-0925.

Please sign and date: I give consent to be audio-recorded and interviewed for this study and identified by name (about specific topics for which explicit permission is granted) in publications resulting from this research:

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

The extra copy of this consent form is for you to keep.  
Thank you for participating.

## Appendix B – Rutgers' Fundraising Appeal



### Grant Proposal in Support of Reform Life at Rutgers University

#### Summary:

Rutgers Hillel seeks to establish a comprehensive **Reform Outreach and Engagement Initiative** beginning in July, 2010. This proposal seeks \$500,000 over three years in support of this program, \$250,000 by way of a matching grant with an additional \$250,000 raised through extensive fundraising efforts, with select existing Hillel supporters where appropriate and by Hillel's Reform Rabbinic Council including:

- **Rabbi Arnie Gluck**, Senior Rabbi, Temple Beth El in Hillsborough
- **Rabbi Bennett Miller**, Senior Rabbi, Temple Anshe Emeth in New Brunswick, member Rutgers Hillel Board of Directors
- **Rabbi Rex Perlmeter**, Regional Director of the New Jersey-West Hudson Valley Council of the Union for Reform Judaism
- **Rabbi Doug Sagal**, Senior Rabbi, Temple Emanuel in Westfield
- **Rabbi Charles Kroloff**, Rabbi Emeritus, Temple Emanuel in Westfield
- **Rabbi Eric Wisnia**, Senior Rabbi, Congregation Beth Chaim, Princeton Junction
- **Rabbi Dan Cohen**, Temple Sharey Tefilo-Israel, South Orange
- **Rabbi Elyse Frishman**, Senior Rabbi, Barnert Temple Congregation B'nai Jeshurun, Franklin Lakes

#### Challenge:

While the Reform movement has invested heavily in its efforts to provide Jewish education in its synagogue schools and provides excellent youth programming through NFTY and URJ camps, there is a significant gap in the life cycle of Reform Judaism at the college-age level. This program seeks to address this gap at the 4<sup>th</sup> largest Jewish campus in America.

#### Goal:

As the fourth largest Jewish campus in the country, Rutgers University has an estimated **5,000 Jewish undergraduates** and **1,000 Jewish graduates** on campus more than Brandeis and Yeshiva Universities combined. At least **20%** or **1,250** of these students come from a **Reform Jewish background**. Toward that end, Rutgers Hillel seeks to develop cutting-edge resources and strategies to effectively address the **quality of Reform Jewish life** on campus. 90% of Rutgers students come from New Jersey and experience shows that the largest number of these students will ultimately remain in New Jersey. They along with their families will make up a significant composition of Reform congregations in the years ahead.



**Background:**

Although hundreds of Reform students participate in Hillel programming every year through social action projects, Shabbat dinners and services, holiday programming, Jewish learning initiatives, Israel activities and social events, the current level of programming and professional support for this critical population is still unsatisfactory. Evidence shows us that students coming out of college do not fully understand the tenets of Reform Judaism.

Recognizing that part of the problem stems from its physical constraints both within its existing building and due to severe space limitations on campus, Hillel has undertaken a \$15 million *Capital and Endowment Campaign* to build a new Jewish center and has raised approximately \$6 million to date. Hillel seeks to break ground on its new building in the fall of 2010. We are confident that Hillel will see a dramatic rise in student participation when the new building is completed.

That said, a building is simply a vehicle for outreach and engagement. What matters most is that we have professional staff that are trained and prepared to engage our Reform community in ways that deepen their identity as Reform Jews, strengthen their understanding of Reform ideology and theology and maximizes their affiliation with the Reform movement in particular and the Jewish community in general.

**Program:**

This three-year initiative will enable Rutgers Hillel to hire a full-time Reform rabbi who emulates and imbues the values of the Reform movement.

This individual will be charged with the following **Goals**:

1. To develop a program that will **welcome** Reform students and **inspire** them to be a part of the Rutgers Jewish campus community;
2. To be an ardent **advocate** for Reform movement ideology so that it finds its rightful place in the free marketplace of Jewish ideas on campus;
3. To ensure that Reform life at the college level (arguably the most pivotal and transformational years of a young adult's life) is part of the **continuum** of Reform Jewish life from cradle to grave;
4. To enable Hillel to be a unifying force and a **central address** within the state of New Jersey for Reform rabbis and congregations by speaking at Reform congregations throughout the state and encouraging their active participation on campus when and where appropriate;
5. To invigorate **ritual life** for the Reform community;
6. To encourage Reform rabbis and community members to take an active role in shaping the **Reform ideology and identity** of students;
7. To inspire **Jewish faculty** to take an ever more active role in the non-academic lives of their students and to encourage pluralism in all walks of campus life;
8. To be a visible **spokesperson** for the Reform Jewish community at Rutgers through campus chaplaincies;
9. To develop a program that is replicable and can serve as a **national model**.

**Objectives:**

This individual will be charged with the following **objectives**:

1. To build **1:1 relationships** with students across all five New Brunswick/Piscataway based campuses;
2. To supervise 10 student **Reform Fellows** helping them to build 1:1 relationships with students across all five New Brunswick/Piscataway based campuses;
3. To set-up **learning opportunities** for students to study Judaism from a Reform perspective;
4. To partner with the Urban Mitzvah Corp and other social service organizations to promote Reform values of **Tikkun Olam**;
5. To visit high schools and youth groups across the state to **recruit** Reform students to attend Rutgers;
6. To work with students to promote Reform Judaism on campus through the **student press and media**;
7. To develop **community organizing and outreach strategies** that empower Reform students and encourage unaffiliated students to take a more active role in Jewish life;

**Skill Set:**

This full-time Reform rabbi will contain a variety of **skill sets** necessary to be an effective professional including, but not limited to:

1. Have received rabbinic ordination from the Hebrew Union College – Jewish Institute of Religion;
2. Have extensive experience doing youth work either through camping, NFTY or campus work;
3. Have a demonstrated ability to strongly relate to college students and have a love for working with this population;
4. Have an ability to work in a pluralistic Jewish environment, have an appreciation for other denominational views and feel very comfortable articulating the views and ideology of Reform Judaism in that setting;
5. Have an ability to engage students wherever they are at and build upon those relationships;
6. Have an ability to transmit values and knowledge as espoused by the Reform movement and World Progressive Judaism;
7. Have a love for Israel and be informed about issues facing the Jewish state.

**Supervision:**

This professional will directly report to the Executive Director and will be guided in his/her efforts by the Rutgers Hillel Reform Rabbinical Council.

**Timeline:**

***July 2009 - March, 2010***

- Secure all financial commitments from funding partners

***April 2010 – May 2010***

- Conduct interviews for full-time Rabbi position
- Hire Staff

***June 2010 – August 2010***

- Design entire program
- Establish clear benchmarks, output and outcome measures and evaluation strategies

***September 2010***

- Launch program

**Budget:**

Salary and Benefits	\$85,000	
Program and Engagement	\$20,000	
Scholarships	\$10,000*	
Reform Fellows	\$5,000	(10 Fellows @\$500 each)
Fellows Retreat (2)	\$10,000	(includes trip to Religious Action Center in Washington, DC and a weekend study retreat at a URJ camp)
Travel	\$3,000	(Hillel Professional Staff Conference, UAHC Biennial, CCAR, RAC Retreat, etc.)
Evaluation	\$2,000	(outside consultant)
Hillel Administration/Supervision	\$15,000	
<b>Total:</b>	<b>\$150,000</b>	

\*Scholarships will be provided to all ten Reform Fellows to attend the URJ Biennial conference, Keshet conference and/or the World Union of Progressive Judaism conference.

**Additional Signatories**

- **Rabbi Kerry Olitzky**, Executive Director, Jewish Outreach Institute
- **Lanny Livingston**, member Rutgers Hillel Board of Directors

## Appendix C – Reform Movement Statement of Support

Gmail - Reform Movement Supports Rutgers Hillel Initiative

3/26/10 4:42 PM



Arnold Gluck <arnlegluck@gmail.com>

### Reform Movement Supports Rutgers Hillel Initiative

URJ East District Office <eastdistrict@urj.org>  
Reply-To: eastdistrict@urj.org  
To: glucka@aol.com

Thu, Mar 25, 2010 at 3:28 PM



March 24, 2010 | 10 Nisan 5770

Dear Friends:

As longtime New Jersey residents, we are delighted to offer unequivocal support to Rutgers University Hillel in its new endeavor to engage a Reform rabbi to serve the needs of the University's Jewish student population. This is a bold initiative and one that will have a lasting and positive impact, not only on today's Rutgers students, but also on the future of Reform Judaism and the Jewish community-at-large in the Garden State.

The presence of a Reform rabbi on campus is of critical importance in every way. Particularly as these young people make their way through an exceedingly transitory period of life, they are deserving of a teacher and role model who can provide liberal, Reform avenues for meaningful Jewish exploration and group experiences, as well as essential emotional support within a Jewish context. We cannot abrogate our sacred responsibility in this realm to Chabad and the Orthodox community, both of which maintain a strong public presence within the Rutgers community. Rather, we are duty bound to provide a Reform continuum that builds on the foundation and positive experiences these students have had in NFTY-GER, Urban Mitzvah Corps, and the Union's camping system, as well as the one-on-one personal support they and their families know as members of Reform congregations.

We invite you to join together with us in support of this important initiative, and thank you for helping to ensure that our young people's Rutgers experience is marked by a meaningful Reform Jewish voice to guide them on their way.

Sincerely,

Rabbi Eric H. Yoffie  
President

Rabbi Daniel H. Frelander  
Senior Vice President



Join Us on  
Facebook



Follow Us on  
Twitter

© Union for Reform Judaism  
(212) 650-4000

To unsubscribe from this e-mail, please send a note to [urj@urj.org](mailto:urj@urj.org). Please know that the Union for Reform Judaism does not sell, market or distribute e-mail addresses (see the privacy policy at [www.urj.org/privacy](http://www.urj.org/privacy)).