

**Israel Advocacy
Strategic Planning Subcommittee
Final Report
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I. Executive Summary

We live in a time when Israel's safety and security are no longer seen as a given. A movement of anti-Israelism is operating openly and building alliances with political and religious groups around the world to discredit Israel and challenge its right to exist as an independent, Jewish and democratic state. The Greater Boston Jewish community sits within a major American city where many of the future opinion makers of the world are educated, and where many important political, academic, business and social thinkers and leaders live and work.

While many Americans do have positive feelings about Israel as an American ally, the public is constantly exposed to a barrage of images from the media that portray Israel as a war-torn country steeped in military aggression where the average citizen is mired in conflict with neighbors. Within this context Israel is often portrayed as the aggressor against an underdog victim rather than as a party in pursuit of peace. This has the effect of creating doubts and weakening solidarity in the support among allies. As such, while we have developed strong relations with many key and influential leaders, many others have negative or ambivalent views of Israel or are simply ignorant of the facts of Israel's history and modern issues. Even within the Jewish community, there has been a weakening, in recent decades, of support for and connection to Israel, especially among the young generation. In spite of the enormous success of Birthright, through which over 150,000 young Jewish adults have traveled to Israel, and in spite of its success in building connection to Israel and Jewish identity, many Jewish young adults still feel confused about their connection to the traditional Jewish homeland. A significant number feel unsure about whether they can and should publicly support Israel on campus, a place where some of their friends, professors and others sometimes make it uncomfortable to do so.

Within these circumstances, many organizations in the Boston Jewish community respond to crises and mobilize people around specific immediate challenges. Yet all to

often, we remain without a clear, long term strategy for increasing the support for and commitment to Israel among Jewish and non-Jewish communities in the Boston area. While those challenging Israel are focused on a long term strategy to discredit the country and its right to exist, our strategies focus on short term needs rather than on developing an integrated and comprehensive strategy in support of Israel.

Over the past years, Israel advocacy has not been a central focus of CJP's work. However, because CJP remains without an agenda to any one organization, and because a central part of CJP's mission is to devise and lead strategies as well as effective facilitation and collaboration in the community, it is in a unique position to strategize on the topic of Israel Advocacy. In fact, at this critical time, CJP has the opportunity and the responsibility to work with partners and create a comprehensive, integrated and effective strategy that enhances the safety, security and image of Israel based on a clear understanding of the Jewish and non-Jewish communities. We must make sure that prominent business, political and community leaders, academics, students, journalists and the voting public are educated about issues relating to Israel and are exposed to a balanced perspective regarding Israel. The success of this strategy depends on an increased role for CJP to provide leadership within the community while working with other advocacy organizations around a specific strategy based on clear research. Whereas CJP has typically assumed this role in other programmatic areas of focus, the Israel Advocacy Sub-committee recommends that CJP develop an increased internal capacity around Israel advocacy. Though the core of the advocacy work of these initiatives would be performed by CJP partner agencies, the Sub-committee envisions a high-level professional with a small staff at CJP supporting an agenda based on research, planning, convening and coordinating of Israel advocacy organizations around an integrated strategy for the community.

To accomplish this goal the subcommittee is recommending a strategy built around five general approaches:

1. Use research to understand current opinions and specific strategies that would most likely increase overall support for Israel
2. Develop a proactive approach that engages people in Israel education and honest, open messages as opposed to simple advocacy
3. Focus on key constituencies where the potential for impact is greatest
4. Build emotional commitment to Israel through Birthright Israel, missions, and other Israel travel
5. Leverage Israel trips and sustained relationships to mobilize participants into further engagement with Israel and in Israel advocacy

The plan has 5 strategy recommendations

1. **Initiative # 1 – Expand CJP's role and develop research based strategies** – To support the development and implementation of a clear strategy, CJP must undertake specific research to provide a basis for developing specific strategies both in response to crises and long term messaging in support

of Israel. CJP must work closely with a broad range of advocacy groups to develop and fund a specific strategy with clear goals and accountability.

2. **Initiative # 2 -Media, Messaging and Crisis Management** – Based on research, we need to develop proactive messaging (about the conflict and beyond the conflict), and a PR and marketing plan for the Jewish community, city-wide, community and campus. Work with partners to utilize a unified messaging platform. Monitor implementation of the plan for overall impact. Develop a unified crisis management plan that aligns with the overall strategy.
3. **Initiative # 3 - Israel Advocacy and Connections in the Jewish Community** – Build programming (formal and informal) within institutional and non-traditional settings to help institutions think about how to integrate Israel programming, Israel education and Israel advocacy into their institutional life. Also, build programming to promote a variety of Israel travel for families and young adults and engage rabbis and other professional leaders in this work.
4. **Initiative # 4 – Israel Advocacy with influencers in the Broader Community** – Using a development model of relationship building, work with 100 top influencers from the political arena, business, academics, community workers, media, clergy, etc. to build stronger relationships with Israel through missions to Israel and ongoing linkages with peers who are Israel supporters.
5. **Initiative # 5 – Israel Advocacy and Connections on Campus** – Expand participation in Birthright and other Israel travel and in partnership with campus based and external organizations that work on campuses, engage returnees in post trip programming and advocacy efforts. Work with faculty to create peer-to-peer relationships with faculty who support Israel and faculty in Israel. Bring key faculty on missions to Israel.

The estimated annual budget for this plan would be:

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|--------------------------------------|---|
| Israel Advocacy staff and research | \$500,000 per year |
| Media, messaging and crisis response | \$300,000 + dependent on media strategy |
| Jewish Community | \$500,000 per year |
| Influencers | \$300,000 per year |
| Campuses | \$300,000 per year |
| SUBTOTAL | \$1,900,000 |
| Contingencies for emergencies | \$500,000 |
| TOTAL | \$2,400,000 annually |

II. Context

Ten years ago, when the last strategic plan was completed, Israel's government and people were enjoying a time of relative peace and prosperity. Nations around the world were establishing diplomatic relations with Israel and many were optimistic that a peace agreement would be finalized, bringing long term peace and stability to Israel and the region.

Reality, however, has been much less positive. Since then, Israel has once again faced significant military threats as well as attempts to discredit and de-legitimize the very concept of a Jewish state. At the same time, there has been a growing, well financed campaign of anti-Israelism in many places around the world, even in the United States, involving religious leaders, academics, political leaders, media and ordinary citizens. The strategies adopted by the various groups include boycotts, divestment and propaganda campaigns, speaking tours, etc., with extensive efforts in the media, on the ground and on the internet. Within the Jewish community, we have frequently focused on developing specific responses to these attacks on Israel with counter-rallies, press releases and other efforts to challenge those who seek to discredit Israel.

Even though this growing movement of anti-Israelism comes at a time when mainstream attitudes toward Israel are much more positive than they were 5-7 years ago and when many Americans see Israel as an important ally with aligned democratic values, support for Israel rests on a weak foundation. Several recent pieces of research show that most Americans see Israel through a very narrow lens. American views of Israel are highly influenced by the national media which tends to focus on the conflict, and not the full complexity and richness of Israel. Many Americans have a subtle confusion about how they really feel about the different players in this conflict and their confusion is based on a sea of rhetoric. There is broad ignorance of the basic facts of the history of Israel, of the geography of Israel and of the nature of daily life in Israel. There is much work to be done to expand the basic understanding that Israel is a country with industry, art, culture and academy - a nation of diverse human beings engaged in many different and worthwhile things.

Within this context, connections to Israel of American Jews are also growing weaker, especially among the next generation. Many in the Jewish community who have never visited Israel have limited knowledge, beyond what is provided by the national media, to understand developments in Israel and the Middle East. Focus groups around the country show that Jews have ambivalence about how Israel has behaved in relation to the current conflict. While 76% of Jews in Greater Boston say they feel at least "somewhat" connected to Israel, deeper levels of connection are low and travel to Israel is lower than many other similarly sized cities. Only 5% of Greater Boston's Jews have been to Israel in the last 5 years. Several large and important groups represent unique challenges because they have especially low levels of connection to Israel and are not easy to engage with current connection strategies. These include intermarried families, Jews living in smaller towns, young adults and politically liberal Jews. It will be hard to build support in the broader community without a solid base of educated, enthusiastic and respectful advocates from the Jewish community.

As a city with several leading universities and a large number of college campuses (the Boston area has approximately 15% of the nation's Jewish college students), Greater Boston's Jewish community has an important responsibility to ensure that students on its campuses are hearing balanced and fair viewpoints on Israel. Area campuses have become theatres for playing out the drama of the Middle East conflict, with anti-Israel groups bringing their messages to students inside and outside the classroom. College students express generally low levels of knowledge about Israel and mixed feelings of support. There is a complex ambivalence that characterizes the mainstream thinking of students, both Jewish and non-Jewish. The Birthright initiative has begun to make inroads in building a connection to Israel among the next generation of Jewish students but its impact is limited to the participants, and some members of their social circles. There is clearly much more that remains to be done.

These developments require us to consider the role of the American Jewish community in forcefully and effectively addressing these issues. As a federation, we must consider our role in these critical challenges being faced by the Jewish and non-Jewish communities in Boston. The Jewish community in Boston represents 9% of the total population and because of the wealth and education of its members and the roles they play, Jews are well positioned to make a difference on how Israel is viewed by the most important and influential leaders in the worlds of politics, media, business, academics and among the general citizenry.

Many national organizations are involved locally in doing various kinds of work on campuses, in communities around the country and with the media. The Jewish Community Relations Council works locally on convening community organizations, coordinating local advocacy and education programs and managing crisis response. The religious movements offer resources to their congregations and many congregations have an Israel committee that is involved in running Israel programming and doing Israel advocacy work. While all of this work is certainly having an impact in expanding support for Israel, there is clearly more to do.

The challenges that we face as a Jewish community in maintaining and increasing support for Israel have grown over the past years. We must effectively respond to these challenges and establish a strategy that meets the needs of our community and Israel for the coming years. While Israel advocacy has not been a central focus of CJP's agenda, at this critical time in Israel's history, we must play a more active role. We must work to create a more integrated, more comprehensive and more effective strategy based on research and using sufficient resources to accomplish our goals. We must make this a more central priority for CJP. The challenges we face are too great to do otherwise.

III. Vision

We will work to enhance the safety, security and image of Israel by building a broad base of support and an improved image for Israel among Jewish and non-Jewish influencers and key groups.

Initiative #1: Expand CJP's Role and Develop Research Based Strategies

Our capacity to develop an integrated and effective strategy must be based on high quality research that provides an understanding of current attitudes among distinct population segments and potential strategies for increasing understanding of and support for Israel. All too frequently, advocacy organizations, synagogues, and other Jewish organizations develop a strategy based on what “feels right” or what *might* make a difference rather than what would accomplish the desired attitude changes held by key target populations. If we are to be effective, our strategies must be based on research and testing of alternative messages. This is the first step in the development of any advocacy campaign and must be the first step in our efforts to increase support for the State of Israel.

In our efforts to create and then implement a comprehensive, integrated strategy, CJP must also assume internal responsibility, working together with its partner organizations for developing an Israel advocacy strategy. As part of this strategy, we expect CJP to take on an increased role in research, planning, convening and funding while providing overall leadership for the strategy and holding others accountable towards the goals established. CJP must also seek to increase the capacity and effectiveness of other key partners in their efforts to work with various constituencies as we seek to strengthen the overall community efforts around Israel Advocacy.

CJP Staffing

- Create a new senior position at CJP with responsibility over the Israel Advocacy strategy and coordination in Greater Boston.
- Form a high level volunteer committee to oversee the implementation of this strategy.

Research and Messaging

- Research to understand the segments and messages that resonate
- Three types of messaging to be explored through research and tested:
 - Proactive, relevant and positive messaging about Israel
 - Proactive messaging about the conflict
 - Crisis management messaging which aligns with our overall strategy
- Work with and support existing research and messaging organizations

- **Work with partner organizations to share information and develop primary messages/positions that all can agree to support and promote based on rigorous research**
- **Ongoing monitoring and metrics to ensure that messaging is working**

Estimated Budget

- **Hire a senior staff person with appropriate support personnel to lead overall Israel Advocacy agenda at CJP**
- **Conduct initial research to understand current attitudes and appropriate messaging strategies**
- **The rough estimate for the staff and research is \$500,000**

Initiative #2: Media, Messaging and Crisis Management

Most American voters have little knowledge about the nature of Israeli society, the history of the conflict or the nature of situation between Israel and Palestinians. Although most Americans view Israelis more positively than they view Palestinians, they do not see Israel in a very positive light. In building a more positive image for Israel, the difference between successful and unsuccessful messaging is subtle and complex and requires sophistication and fine tuning for different audiences. CJP and its partners working in the Greater Boston area could be doing much more to build a consistent and coordinated message informed by research and adapted to the nuances of each market segment.

Newspapers and TV news top the list of information sources regarding the Middle East for US opinion elite. National organizations focus on working with the major networks but local television news and local newspapers can play a very important role as well. It will be important to achieve a much greater “share of mind” for positive messaging about Israel by implementing the use of PR and improved management of media relationships. This will be important to support all of the other strategies in this plan.

Goals

- Build a positive image for Israel both within and beyond the conflict.
- Counteract the negative damage being created by a crisis or avoid a negative outcome being proposed.

Target

- Voting population - Educated, mid-high income; or population specific to an individual crisis

Media Strategies

- Use research to establish a tactical plan based on an understanding of distinct segments and media approaches that resonate with each segment
- Proactive PR Plan – targeted community and campus
 - Strengthen and utilize media connections
 - Inform and build a positive understanding of Israel and its people
 - Create a lens through which people can understand news about Israel
- Increased monitoring of local media using metrics
- Increase consistency and collaboration across Israel advocacy organizations

Crisis Management Strategies

- Scenario planning to anticipate reactions to various situations ahead of time
- Research budget and plan in place to do quick polling in crisis situations

- Stronger convening role to plan and execute coordinated response among partner organizations

Justification of the Strategy

- Media strategies can influence large numbers of people and research shows that most people form their views on the Middle East conflict based on what they see in the media. To date the messaging has been inconsistent and often counter-productive. A coordinated, research-based strategy will ensure that messages and media strategy are properly targeted to market segments and that the effectiveness of the strategy with each segment is monitored on an ongoing basis.

Feasibility

- Although CJP and its partners have little experience with media and marketing, there have been some successful ventures into this realm including the Somerville battle and other public efforts in partnership with JCRC.
- Other communities have achieved impact using media to help support Israel advocacy efforts.
- A research based approach could help make sure that money is well spent, and mitigate risks.

Cost

- It is likely that an initiative of this type would cost \$300k for each research cycle.
- Media work will significantly depend on specific strategy selected and the plan that is devised.

Initiative #3: Israel Advocacy in the Jewish Community

Our research showed that a large number of Jews in Greater Boston say they are only “somewhat” attached to Israel. There are low levels of travel to Israel in the community and participation in Israel-related programming and activities is low relative to other major cities. Many synagogues have Israel committees that try to engage their congregants with Israel but these committees meet with mixed success. Frequently these committees have limited budgets to draw upon. Sometimes they have support from the Rabbi but often Israel related activities are not central to the life of the synagogue. Often Israel committees lack the resources to run high quality programs so participation is low in programs that are not very compelling. Most could benefit from more resources, ideas and assistance.

Goal

To promote understanding of Israel, a positive image of Israel and a much deeper sense of connection to Israel among large numbers of Boston area Jews and their households by way of education as much as advocacy.

We will measure success by monitoring attitudes toward Israel (the number “somewhat” and “very” attached), the numbers who travel to Israel and the number of Israel-related programs and events in the community and the attendance.

Target

The initiative will target those Jews who are only “somewhat” attached to Israel (affiliated and non-affiliated), building towards their sense of being “very” attached to Israel. The initiative will also target key Jewish leadership who can help shape opinions. Those already very attached to Israel will be key to helping implement this strategy.

Specific Strategy

The Committee is recommending that CJP launch a major initiative to develop more opportunities for members of the Jewish community to learn about and engage with Israel both in understanding the current conflict and in building a stronger sense of connection to the land and people of Israel. The strategy will have three distinct parts. One part of the effort will be a partnership with synagogues and other gateway institutions to strengthen the place of Israel within those institutional settings. The second part will focus on creating programming in non-traditional settings targeting both affiliated and unaffiliated Jews. The third part will focus on expanding interest in travel to Israel and the pre and post travel engagement experiences that maximize the impact of this travel.

Partnership with Synagogues and Other Gateway Institutions

- **Advice and institutional organizing** - This part of the strategy will involve work within existing institutions, providing resources and support for organizing

efforts. This will involve making available trained, knowledgeable staff who can advise about Israel programming and information sources and can help organizations develop comprehensive plans to become more Israel-oriented.

- **Programming and entry points** - Programming options will be supported within synagogues and other institutions and will include both advocacy campaigns as well as travel, arts, informal and formal educational programming and integrating Israel into existing education programs, social justice and charity work, lifecycle events, adult education etc. In addition there will be a focus on developing entry points for engaging with Israel as part of Jewish life cycle events (e.g. baby naming, bar/bat mitzvah). The concept is to provide program ideas, packaged programs, speakers, and also to cross-fertilize successful programs. Where possible, programs will be tied into the Boston/Haifa partnership and CJP's work in Israel.
- **Community networking and campaigns** - There will be an effort to develop community-wide campaigns and coordinated initiatives among and for Israel committees, as well as the sharing of ideas and best practices, and a network of lay people and professionals involved in this work. Part of this will involve developing groups of advocates who are willing to work as Israel educators in the broader (non-Jewish) community in their local area, interacting with the local newspapers, local clergy and with local citizen groups to present a balanced, respectful and fact-based perspective on Israel.
- **Rabbinic leadership** - There will also be an effort to mobilize, educate and network rabbis, cantors, senior educators and other senior professionals to build knowledge, support and readiness for significant upgrading of Israel advocacy and education efforts. In support of this, CJP will initiate missions for senior professionals to Israel as an opportunity to come together to develop new ways to integrate Israel programming, Israel tzedakah projects, Israel travel and Israel advocacy into congregation life

Programming in Less Traditional Settings

- **Non-traditional programming** – This will involve supporting creative Israel programming that is designed to appeal to Jewish families and younger Jewish adults who are less likely to be found in traditional institutions. This could include innovative dialogue programs e.g., internet blogging, new network groups, arts/music programs, family friendly programs, outdoor programs, etc.
- **Focus on young adults** – An important focus will be on the young adult population, tapping into existing networks of young adults like Birthright Israel, other Israel mission alumni and Geshercity.

Israel Travel and Missions

- Israel travel and missions are the most important lever to building understanding, connection and support for Israel. CJP will build stronger internal capacity to organize and support missions for a wide variety of constituents. The focus will include pre-trip education and post trip continued engagement.

Justification for the Initiative

- To build broad-based support for and understanding of Israel in the non-Jewish community we need a solid core of support and understanding within the Jewish community.
- In recent decades we have lost the deep emotional attachment to Israel that is central to creating core Jewish identities and critical to the ongoing security of Israel
- Birthright is a great program but we cannot depend on this one program alone, and we cannot wait for the Birthright generation to grow into leadership roles. We must address the community in which our next generation is growing up today.
- We can best accomplish this with a combination of promoting Israel travel and running programs that bring Israel programming and Israel advocacy work into the life of the community. These two strategies will reinforce each other. The enthusiasm of those who return from Israel will add vibrancy to the local Israel programs and advocacy campaigns. The excitement of the local programming and advocacy work will motivate more people to travel to Israel

Feasibility and Risk

- This is a highly feasible initiative with relatively low risk
- As a community we know how to do this type of organizing work in close partnership with synagogues and others. We have done it in the realm of social justice and Jewish education.
- It requires talented staff, funding and commitment, and a willingness to work collaboratively

Estimated Budget

- 3 staff people required plus some work on online social networking sites and other internet approaches. There will also be a need for investment in Israel-related programs and curriculum from outside consultants and organizations.
- There will be a need for support for a Rabbi/professional mission
- The rough budget estimate is \$500K per year.

Initiative #4: Israel Advocacy Among Greater Boston Influencers

Many of the most influential people in Greater Boston (Jewish and Non-Jewish), whether they work in the political arena, the media, the business world, as religious leaders, as leaders in the not-for-profit sector, or in other realms of endeavor, are already supportive of Israel to some degree. At times of crises in Israel we have consistently seen the non-Jewish leaders from across the community step forward and publicly support Israel. For example, immediately following the breakout of the 2nd Lebanon War, over 150 non-Jewish community leaders signed a public ad in support of Israel. However, there still remain many important leaders in the Greater Boston community whose support for Israel is weak, ambivalent or non-existent. Some may be afraid to take a stand because they are not armed with facts or motivated to speak out. Others may simply be taken in by misinformation. Relationships and information can turn the situation around, one person at a time.

Many organizations are already working on reaching out to these individuals. In fact, JCRC has been demonstrating the effectiveness of this type of strategy by working on building local relationships with many non-Jewish leaders. CAMERA has been working with journalists, locally and nationally. The primary strategies have included missions, one-on-one meetings, educational seminars in Israel, dinners and conferences, and meetings with Jewish leaders.

There is an opportunity for more significant impact by multiplying the capacity, broadening the goals and focus and formalizing the process of engagement. By engaging more lay people in the effort and by adding to the professional capacity, this effort could be dramatically expanded with more touch points, more follow-up and more monitoring of results.

Goal

Promote understanding of Israel, knowledge of facts, and a positive image of Israel among Greater Boston's influencers.

Success will be monitored by tracking the quality of the relationship and willingness of these people to step forward in support of Israel when called upon to do so.

Target

100 top influencers in Greater Boston including media owners, journalists, government/political leaders, business leaders, non-Jewish clergy and community leaders.

Specific Strategy

- Create a list of 100 top influencers and build relationships with these 100 influencers, increasing their understanding of issues in Israel.
- Create a group of “informed influencers” who are willing to participate in influencing their peers—provide appropriate education materials for support.
- Expand missions to Israel that include members of the target groups and their “informed influencer” peers to build ongoing trust-based relationships around mutual interests.
- Establish a system of ongoing cultivation and stewardship that keeps these relationships going.
- Create a relationship tracking systems that monitors the success of this system and tracks the relationships and next steps.

Justification for the Initiative

Influencers by definition have great influence on the opinions of large numbers on people. By virtue of their positions in the community their views on Israel can impact policy and public opinion very significantly. Trust-based relationships with peers are the best way to influence their thinking. If they can be persuaded to actually visit Israel with a peer who is a supporter of Israel, this is likely to have the most powerful impact.

Feasibility/Risk/Likely Impact

This type of work has already been done by JCRC and others with great success. What is needed is broader coverage and targeting of a much more comprehensive group, as well as more long term follow up. Success, however, is dependent on this being a strategy that brings together broad segments of the Jewish community in building and maintaining relationships with key influencers. This has a high likelihood of working well based on past experience.

Estimated Budget

- Two staff people could handle the work load with much of the cultivation being done by volunteers - \$200K
- 2 Missions to Israel per year for a total of 30-40 people plus accompanying staff and volunteers would cost - \$150K
- Events for Influencers - \$ 50K
- Total cost - \$400K

Initiative #5: Israel Advocacy on Campus

Jewish college students are clearly less attached to Israel than in previous generations. Many have ambivalent or negative feelings toward Israel, especially in relation to the current conflict. These feelings are exacerbated by negative views held by professors and fellow students, both Jewish and non-Jewish. Campuses are also filled with outside influences from national and international organizations, both pro and anti-Israel whose representatives come to campus to try to influence student opinion.

While Boston area colleges have less overt anti-Israel activity than many other areas of the country; there is still significant anti-Israel rhetoric and culture in the campus environment. Sometimes this subtle activity can be more successful at influencing student opinion than the campaigns of extremist groups.

Many national Jewish organizations and foundations are operating campus Israel advocacy programs, but in spite of the large number of programs, they are not successfully changing in the viewpoint of the vast majority of students—Jewish and non-Jewish. Most Hillels lack the resources or the commitment to implement effective broad-based advocacy work on campuses and this is not their central mission. No other organization with such a broad range of programs has a major permanent presence on campus. To-date, Birthright seems to be having the greatest effect on attitudes toward Israel of any campus Israel-related program. CJP's Birthright program (IACT), has been a great success for pre and post programming and for building the numbers going on Birthright.

Goals – Students

- Build a positive image of Israel on Boston area campuses among Jewish and non-Jewish students.
- Increase the number of participants on Birthright Israel and other educational trips to Israel and their engagement in follow-up programming related to Israel upon their return.

Success will be measured by the numbers engaging in post Birthright/Israel trip advocacy training programs and student attitudes toward Israel on area campuses.

Goals - Faculty

- Develop a faculty cohort that is informed and willing to question biases and misinformation and to take a stand on campus as issues arise.
- Foster greater understanding of and support for Israel by developing a dialogue and cultivating relationships among local academics with their peers in Israel.

Success will be measured by measuring faculty attitudes toward Israel on areas campuses.

Strategy – Students

- Support Birthright and other trips and programs that integrate knowledge of and connection to Israel with developmental issues of Jewish identity.
- Enrich content and number of pre-trip and post-trip programs on local campuses for Birthright and other participants on Israel trips.
- Expand programming that engages a diverse student body in understanding Israel.
- Focus on Birthright and alums of college trips to Israel to develop campus-based leadership.
- Expand volunteer, social justice and environmental programs in Israel and related to Israel. Make Israel and the Jewish community a place for pursuing social justice.
- Facilitate connections for students to the myriad organizations that do Israel advocacy work on campus.
- Improve the coordination of Israel advocacy work on campuses.

Strategy - Faculty

- Target specific influential faculty members on Boston campuses and bring them to Israel.
- Develop and implement faculty “Birthright” Israel missions focused on areas of interest.
- Connect academics to colleagues on other campuses positively disposed to Israel.

Justification of the Initiative

- Campuses are where the next generation of leadership is being formed for the Jewish community and the broader society. There is evidence that Israel is losing the battle for the hearts and minds of this cohort due to negative media coverage as well as an explicit campaign by anti-Israel groups to discredit Israel with this population. Birthright is a proven success story. By expanding the numbers and making sure that the maximum number of returnees are engaged in post-trip Israel-related programming, Birthright can become the jumping-off point for a long-term relationship with Israel. Birthright alumni can become leaders and advocates for Israel in their peer groups and social circles.
- There are a few national organizations that effectively train advocates for campuses. These organizations need support on campuses and CJP can help cultivate this.
- Faculty plays an important role in influencing students and in shaping the campus culture. Engaging them with peers on other campuses and in Israel can create a network of pro-Israel faculty who see each other as natural colleagues.

Feasibility/Risk/Likely Impact

- We have a significant presence and strong relationships on campuses because of CJP's Birthright initiative. This makes this idea very feasible. At the same time, cultural change in an academic environment by way of the student population is not easy since the majority of the student body turns over every four years. The idea is not without risks but it seems reasonably likely that good results can be achieved.

Estimated Budget

- Existing CJP Birthright and Hillel staff on campus can work on this project.
- 1-2 Israel Advocacy Coordinators will develop and fund programming that will be promoted through CJP's Birthright staff onto the various campuses. Staff and programming - \$175K
- Mission to Israel for 10-15 faculty per year plus volunteers and staff - \$75K
- Events for returnees - \$50K
- Total Cost - \$300K

Please note that all the recommendations in this document may or may not be implemented. All budget figures in this document were preliminary rough estimates by the subcommittee. These projections will be re-evaluated and updated as appropriate during the implementation of the final plan.