

**Israel & Overseas  
Strategic Planning Subcommittee  
Final Report – February 2008**

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## **I. Executive Summary**

We live in a time when the nature of overseas philanthropy is shifting. New models of partnership have emerged around the world as philanthropists create relationships of mutual benefit built on shared ownership and empowerment of all players. At the same time, overseas philanthropy is becoming more sophisticated as donors seek clear accountability and systems to ensure that projects taking place thousands of miles away are yielding strong returns on their philanthropic investments.

As we look toward the future to understand what CJP's role should be in Israel, the Former Soviet Union and other, smaller Jewish communities around the world, we see many needs, some obvious and basic, and others more subtle. Given the broad shifts in overseas philanthropy, the many Jewish needs overseas and the extent of those needs, it is important to pursue an overseas strategy that will enable CJP to have transformative impact and at the same time match CJP's capacity, expertise and donor interests.

The subcommittee undertook extensive research into needs and best practices upon which its strategic recommendations are based. From this research, it became clear that CJP can have the greatest impact on communities in Israel and elsewhere around the world by focusing on a limited number of topic areas. This will allow CJP to build greater expertise within a particular topic area and provide closer oversight to ensure that impact is achieved. It will also be important to operate fewer, larger scale projects. These larger, more integrated projects will have more visible results and produce clearer, long term impact. Overall, the subcommittee sought to develop a strategy that would:

- Create transformative impact on the lives of a significant number of people in Boston and in Israel, rather than simply run small, unrelated programs
- Make use of the unique expertise and capabilities of the Boston community
- Become a model for others by creating programs that can be replicated

- Engage donors and philanthropists, serve as the basis for new forms of philanthropic partnerships in Boston and Israel, and motivate increased giving
- Build connections, strengthen relationships and encourage mutual sharing of ideas, with learning and benefits on all sides

The research also showed that connections to Israel and other overseas communities are weakening, especially among younger people. Birthright Israel and other travel programs have already demonstrated an ability to reverse this trend. These programs not only build connection to Israel and the global Jewish people, they also build basic Jewish identity. With significant intervention we can keep the connections alive and through these connections make a major impact on our own next generation. If we fail to take these steps, the passion for Israel and the sense of global Jewish peoplehood may cease to be part of what it means to be Jewish in Greater Boston and we will have lost a major opportunity to build the Jewish identity of our next generation locally.

It became clear in reviewing the strengths and weaknesses of past work, that by seeking to build programs with both the potential to achieve significant impact and opportunities to enhance connections, it was challenging to do both well within the same program. This remains a goal, but with more understanding that some projects will need to focus more on impact and others more on building connections. Impact-oriented projects would be those that focus primarily on directly transforming the lives of individuals or communities overseas. Connections-oriented projects would involve engaging large numbers of people from the local community with the overseas community and the impact of the project would be achieved through the process of engagement itself. Our goal in all cases is not only to fund a program but to leverage the resources, expertise, relationships, and leadership that can be brought from both the Greater Boston community and from overseas.

## **Building Connections**

In keeping with this concept, this plan has specific strategies focused on building direct connection to Israel among the members of the Greater Boston Jewish community. Close personal ties already exist between the people in Haifa and the Jews of Greater Boston. Moving forward CJP will work to substantially expand the ways in which Jews in Greater Boston can connect to Israel, the numbers of people who feel connected and the depth of those connections. In particular there will be an emphasis on encouraging travel to Israel and opportunities for valuable and meaningful social and professional connections between the two communities. Four specific initiatives are targeted primarily at building connections:

1. **Promote travel to Israel for Jews of all ages.** Our highest priority continues to be sending Jewish young adults on Birthright trips and high schools students on Passport Israel; and enhancing pre-/post-trip programming for both audiences. We will also encourage Israel travel for young families, interfaith families, Jewish educators, teens, and young

- leaders. CJP will provide advice for synagogues and other community organizations that want to organize Israel trips; expand its Missions program; and provide some subsidies for young leaders and educators.
2. **Launch a youth volunteering initiative** – CJP will promote and support immersive social action volunteering in Israel and in other Jewish communities around the world for young adults, tapping into the strong interest among people in that age group to “make a difference.”
  3. **Broker a variety of professional, academic and business partnerships to promote connections with Haifa and all of Israel.** The partnerships will revolve around business interests, investments, or professional exchanges (e.g. the Joint Initiative on Clean Energy). CJP will serve as a matchmaker and provide staff to facilitate, to bring groups together, promote their smooth operations and connect them to funding sources.
  4. **Expand and publicize local programming and engagement opportunities** CJP will work to bring Israel more strongly into the center of the Greater Boston Jewish community. That includes pre-/post-programming for Israel trips, publicizing existing arts & culture programs, helping synagogues and other organizations expand their Israel-oriented programming, expanding connections with Haifa and integrating Israel into other initiatives (e.g. early childhood, Hebrew school, day school, camping, youth programming, adult education). CJP will continue to work with its Haifa partners on joint youth programs, expanding existing efforts (e.g. school-to-school), and building new programs that reach a larger segment of the community. In addition, CJP will expand engagement opportunities to include next generation leaders and donors in the Boston/Haifa partnership.

### **Impact on the future of the next generation in Israel**

CJP will expand efforts to build partnerships that can achieve sustainable impact on youth in Israel. This will include a clear focus for the Boston/Haifa partnership on fewer, larger-scale initiatives with more potential to be truly transformative in the lives of young people. At the same time, CJP will look to develop additional philanthropic partnerships in Israel that will provide potential for broader and deeper impact on the problems, challenges and opportunities faced by the next generation growing up in Israel. Two specific initiatives are focused on impacting the future of Israel:

1. **Focus and reenergize the Boston-Haifa partnership with fewer, larger projects in Haifa that have sustainable impact on the next generation.** Final decisions will be made in collaboration with Haifa partners; with all parties seeking to deliver on large, deep-impact initiatives that address the challenges of Haifa’s youth: vulnerable groups, educational opportunities and Jewish identity. CJP will work with partners in Haifa to establish clear goals for both the partnership and specific programs, and put systems in place to measure progress against those goals. Launch projects with local partners with an eye toward

- capacity building and sustainability so that CJP has a long term, but not permanent, funding relationship with new initiatives
2. **Broaden the strategy to strengthen the next generation in Israel, beyond Haifa through collaborative, high-end, high-impact partnerships.** CJP will explore opportunities to collaborate with Israel's leading philanthropists on initiatives that address the needs of the next generation in Israel. Targeted initiatives will be developed as a coalition between local Boston-area donors, local experts (drawing on the unique expertise in the Greater Boston area in the fields of medicine, education, technology, business, academia, social services, etc.) and overseas partners. This will begin with research to identify specific needs, current projects / interests of major Israeli philanthropists and opportunities to incubate initiatives in Haifa. This also will include a fact-finding mission to meet with Israeli philanthropic, business and government leaders
  3. **Boston- Dnepropetrovsk Partnership/FSU/Jewish Communities Worldwide** – Although not a major new strategic initiative (and thus described in a more limited way below), the subcommittee recommends that the Dnepropetrovsk Partnership and other work in the FSU continue to be a priority. The recommendation is for continued focus on basic human services to vulnerable populations (particularly elderly and young people) and Jewish identity, while taking steps to improve the efficiency and effectiveness of the Boston-Dnepropetrovsk partnership.

These initiatives are designed to work together in an integrated way to reinvigorate our role in strengthening Israel and global Jewry. The goal is for the relationship with Israel and world Jewry to become a deeper part of the fabric of the Greater Boston Jewish community. Ideally, this will result in expanding CJP's engagement with overseas philanthropy so that more donors see CJP as the vehicle through which they can make an historic impact in Israel and other Jewish overseas communities. It will also serve as an opportunity to further enhance the partnerships between Jews in Boston and those abroad, specifically in Israel, as they work together in common purpose and with common goals.

## II. Background

### Israel

There is a long history of American involvement in Israel, dating back to before the creation of the State. There was a time, before the Israeli government was formed and in its early days, when the social services provided by overseas philanthropists were the only safety net that existed in Israel. In more recent history, Israel has looked to overseas philanthropists to provide funding for large waves of immigration and resettlement that have brought its population to where it is today. Over 2 million of Israel's 6 million Jewish citizens are immigrants, whose travel costs, housing, job training, Hebrew language classes, and services were paid for, in large part, by American philanthropic dollars.

Today, the nature of American involvement with Israel is changing. Israel is no longer a poor country. It has a thriving stock market, a booming economy with hi-tech industries at the center and major philanthropists of its own. The rate of immigration has slowed and there is a social safety net in place that supports many basic needs (though it is still very far from ideal and has major gaps). The American Jewish community's relationship with Israel is becoming much more of a partnership. As this new relationship has evolved, more philanthropic dollars than ever are flowing directly into Israel from the United States. American philanthropists and federations increasingly seek partnerships with Israeli philanthropists, the Israeli government and local municipalities to leverage their dollars and to increase impact. This approach has led to huge growth in NGOs (non-governmental organizations) in Israel that address a broad variety of issues. Our research identified many areas of need that are important. However we defined three distinct areas of high priority needs where overseas philanthropy can play a particularly critical role:

- **Caring for at-risk populations** - The social safety net has many gaps in Israel and has been weakened by the cost of maintaining a large military infrastructure. The most vulnerable populations are suffering—older Israelis, children and the disabled. Of particular concern are the young people because of the significant number of youth-at-risk in Israel who are not receiving critical services. As income disparities have widened, a third of Israeli children are living below the poverty line. Israel's youth are the future citizens and leaders of Israeli society and they are not yet getting the full range of high quality services needed to help them succeed.
- **Promoting Jewish identity and civil society among the next generation in Israel** – There are issues emerging concerning the value system of the next generation. Among the non-orthodox Israeli population, there are surprising weaknesses in Jewish identity and connection to the global Jewish people. Also, as a young country primarily focused on survival, there has not yet been much attention paid to the process of building civil society and engaging the young generation as responsible citizens. There is a partnership emerging between some overseas philanthropists and a few leading edge Israelis to shape the future of Israel's next generation by building

- Jewish identity—e.g. connecting to global Jewry, diverse expression of religious practice, learning about Jewish heritage/texts, ethics in new, more informal ways-- together with a greater sense of social responsibility—e.g. promoting volunteerism, charitable giving, citizenship education, and social action.
- **Strengthening Israel by building the knowledge-based economy –** Jewish business leaders from around the world are working together to support Israel's education system, its colleges and universities, and its system of investment capital, all for the purpose of building capacity to be a strong competitor in the world economy. Of particular concern is making sure that all of Israel's young people have access to educational opportunities.

At the same time, on this side of the ocean, connections to Israel among Jews in America are weakening. According to CJP's recent Community Study, only 30% of Boston area Jews feels that supporting Israel is "a lot" a part of their Jewish identity. This is especially true of the next generation where connection to Israel among those under age 35 is significantly lower than older generations. For example, only 60% of those under age 35 say that they agree with the statement that "caring about Israel is an important part of being a Jew". This compares to 85% of those over the age of 65 who agree with this statement.

In the last strategic plan, CJP focused its efforts in Israel on partnership with the city of Haifa. The primary focus was on building People-to-People relationships between Boston Jews and Israelis while at the same time, we sought positive impact on both communities through the projects themselves. Through this partnership, CJP has worked to bring together the two communities to address a variety of issues in Israel: social services, Jewish education, helping immigrants, working with the disabled, and many others. More than 70 partnership projects are now underway. Many strong personal relationships have been built and roughly 40% of Boston area synagogues are involved in some way. On a year-to-year basis, approximately 1000-1500 adults and children have some connection to the partnership. While this partnership has been a great success, there is the potential going forward both to explore new ways of building more transformative impact into the programmatic agenda and to touch the lives of a much larger percentage of Israelis and Boston area Jews.

### **Other areas of the world**

At present, 2.5 to 3 million Jews live outside of Israel and North America. Roughly 1.5 million of these live in self-sufficient Jewish communities in Europe and South America, while approximately 1.2 million live in the Former Soviet Union and Central Asia and the balance live in smaller communities throughout the world.

The area with the greatest level of unmet needs is the Former Soviet Union and Eastern Europe. There is still a significant population of vulnerable Jewish elderly and although the numbers are declining, for the next 20 years at least, a large population of older people will suffer unless their basic needs for food, housing, heat, medical care are met. There is also a small but growing population of Jewish children with no social safety net



and little, if any, Jewish education. This is the third largest population of Jewish young people in the world and perhaps one of the weakest in terms of Jewish identity. This is an historic moment in the life of these communities as they work to stabilize themselves in the absence of a viable social safety net and simultaneously work to build Jewish identity in the next generation. The weakness of the dollar is creating increased economic pressure that is exacerbating the need for outside help.

Through our partnership with the Joint Distribution Committee we have intensified our efforts to help Jews in need throughout the world, especially in the Former Soviet Union. Through the Dnepropetrovsk Kehillah Project, launched in 1992 and run in partnership with the Jewish Community Relations Council, CJP continues to support the historic revitalization of Jewish life in Dnepropetrovsk, Ukraine by linking the Boston Jewish community and Boston area agencies to individuals and organizations in Dnepropetrovsk.

Through the Kehillah project, CJP funds a variety of programs such as senior services at the Beit Baruch Assisted Living Facility; the Educational Resource Center for children with special needs; the Micro-Enterprise Loan Fund for disadvantaged women; and English language instruction at the Jewish Day School. We also support two health care clinics serving 20,000 women and children a year, as well as mammogram screening and hip-replacement programs.

There are other communities around the world with specific needs. In some communities in South America, Asia, and Eastern Europe, there are issues of poverty, persecution, and lack of basic social services. There are also communities all over the world that are too small to maintain an adequate Jewish education system. These communities rely on the world Jewish community for support in building the identity of their next generation.

In addition to CJP's work in Israel and Dnepropetrovsk, our core and special project allocations to the JDC and the Jewish Agency for Israel continue to help Jews in Israel, the Former Soviet Union and around the world with basic needs and Jewish identity building. These agencies also maintain infrastructure to respond to emergencies as they occur around the world.

### III. Goals

As we look to the future, we see a need and an opportunity for CJP to play a broader and deeper role in ensuring that the next generation in Israel grows up with a strong Jewish identity and opportunities to maximize their personal potential in a safe and prosperous country. At the same time, we must work on this side of the ocean to build knowledge, understanding and support for Israel, as well as deeper emotional connections to global peoplehood. These ambitious goals will mean building on the partnership with Haifa as well as partnering with others, American and Israeli philanthropists, private foundations, universities, and organizations in Israel and America. Specific goals are to:

- **Build connection to Israel** - Promote a much deeper sense of connection to and support for Israel among Boston area Jews with an emphasis on Boston area campuses
- **Increase travel** - Promote high levels of travel to Israel and other Jewish communities around the world to enhance Jewish identity, encourage Israel/Boston connections, and support volunteerism in a Jewish context
- **Impact the next generation in Israel** - Make a measurable impact on youth in Israel by focusing on educational opportunity, youth-at-risk, Jewish identity and social responsibility, both within and outside of Haifa
- **Support basic needs and Jewish identity around the world** – Through our partnership in Dnepropetrovsk and other organizational partnerships, continue to support Jewish communities in need around the world and promote Jewish identity and engagement among the next generation

The balance of this report outlines in detail the recommended strategic initiatives.



## **IV. Priority Initiatives**

### **Initiative area #1: Israel Connections in Boston**

Most Jews in Boston already have some sense of connection to Israel. In the recent Community Study, 76% of respondents said they believe that being Jewish involves supporting Israel at least “somewhat.” The vast proportion of respondents (84%) say they regularly read news stories about Israel. Yet in examining deeper levels of connections, the picture is not as positive. Only 45% of Boston area Jews have ever visited Israel and fewer than 7% have visited Israel in the last 5 years. Only 30% say that supporting Israel is “very much” a part of Jewish identity. These numbers decline dramatically among those of younger ages, as they do in most parts of the country, with the younger generation being significantly less connected to Israel. These numbers are also somewhat lower in Boston than other large cities around the country.

CJP’s major focus has been building connections through the Boston/Haifa partnership and the Birthright Israel campus initiative with college students. This plan is based on the idea that connections to Israel are better influenced by a trip to Israel than any other strategy currently available. This is the most powerful tool for building connection to Israel as well as an important aspect of overall Jewish identity development. If the trip includes some aspect of volunteering and social action, especially for young people, this intensifies the connection, as the person feels like a true participant, and not just an observer.

Trips are much more successful if they include pre and post programming to ensure that the impact endures. In addition, in order to market trips to people who are less affiliated, we need local programs that create interest in Israel and inspire people to want to go. Based on this philosophy, the committee has developed the following strategies:

#### **1. Israel Travel / Missions**

##### **Background**

There are many obstacles to travel. In some cases financial considerations come into play. In many more cases, it is simply the lack of an easily available, exciting and relevant trip with friends and acquaintances. CJP has increasingly been asked to help design and promote trips and those trips have been extraordinarily successful at bringing in first-time and repeat Israel travelers. Currently, there is a lack of both dedicated staff and sufficient resources to focus on this effort.

##### **Goal**

Increase the number of Boston area Jewish community members traveling to Israel and other Jewish communities around the world, while expanding the impact of those trips

## Target

Young families, teens, college and post-college aged youth, young adults, educators, rabbis

## Strategy

The most important Israel travel strategy is increasing the numbers of young people going on Birthright trips as well as targeting Birthright alumni for post-trip engagement. (As this has been addressed by another sub-committee it will not be detailed in this report). In addition, CJP will build capacity to help plan and promote unique, inspiring missions and travel programs for synagogues, schools, and families in partnership with organizations in the community, particularly synagogues. This will include expanding the number of missions as well as a variety of travel programs that do not necessarily have a direct fundraising component. The Passport to Israel program will be revamped to provide more, and more easily accessible, funding for teens. Community-wide marketing will build the visibility of Israel travel. CJP will work closely with synagogues, schools, and other organizations to help them make their Israel travel ideas come to life. Special emphasis will be placed on bringing young leadership to Israel and on creating opportunities for educators, and other Jewish professionals to travel to Israel (30-50 per year)

## Estimated Annual Budget

Expand missions and travel planning assistance capacity	\$200,000
Professional travel	\$200,000
Teen and young adult subsidies	\$200,000
Birthright (included within Jewish education and learning budget)	
<b>TOTAL</b>	<b>\$600,000</b>

## 2. Youth Volunteering

### Background

The field of Jewish Volunteer Service is expanding and there is an opportunity for large numbers of young adults to engage in rewarding social action experiences in Israel and other Jewish communities around the world. These initiatives expose participants to other Jewish communities, create an environment where Jewish identity can be explored, and provide valuable help in areas of need while at the same time fostering connections among participants and with those who benefit from the service.

### Goal

Increase commitment of the next generation to Israel, to the Jewish people and to social action by engaging Boston youth in volunteer service travel and service learning through

a Jewish lens; develop connections among Boston Jews to Israel and to other Jewish communities around the world through social action

### **Target**

Begin with Birthright Israel alumni (college-aged youth, young adults)

### **Strategy**

CJP will launch a unique volunteer service programs for Boston area young adults, with an initial focus on Birthright alumni. The idea is to further connect young Jews to Israel and to engage them in community work through a Jewish lens in Israel or other overseas Jewish communities for short term periods (7-10 days). The initial steps will be to evaluate program options, student interest and potential partners (both philanthropic and organizational), to develop an action plan, and to launch a pilot.

### **Estimated Annual Budget:**

Service Travel	<u>\$350,000</u>
<b>TOTAL</b>	<b>\$350,000</b>

## **3. Professional, Academic, and Business Networks**

### **Background**

CJP and the Boston Jewish community have much to offer. Based on previous experience, it is clear that if done well, partnerships can generate both impact and relationships that are mutually beneficial. The sharing of expertise, resources, and knowledge has the potential to improve individual lives and communal settings, while fostering life-long relationships and connections. Key to success is adequate professional staff support as well as a clear purpose for the partnership.

### **Goal**

Link individuals together with people in the same profession, to share expertise and ideas and to develop projects of mutual interest that strengthen Israel, Boston, and potentially, the U.S. and other world regions

### **Strategy**

CJP will serve as a facilitator to help build business, academic, social service, scientific, artistic and other networks among individuals and small groups with similar goals and interests. Of particular interest will be those networks that support economic development where CJP can act as a facilitator in promoting new business alliances and new models of investment. The Clean Energy Initiative, which brings together Greater Boston area investors and volunteer leaders with clean energy experts in Israel, will be a

starting point for this initiative. This is a new and potentially very high-leverage partnership model in which CJP provides the spark to mobilize and engage community leaders in becoming part of a major initiative to strengthen Israel. The goal is to become the broker and invest resources in helping the networks function well.

#### **Estimated Annual Budget (Year 1)**

CJP staff resources and start-up expenses	<u>\$100,000</u>
<b>TOTAL</b>	<b>\$100,000</b>

#### **4. Israel Programming in Boston**

##### **Background**

Interest in and commitment to Israel and Israel travel is generally enhanced by a pre-existing connection. The impact of travel is greatly enhanced by post-programming that continues the excitement created by the trip. Many supplementary schools and even day schools have very limited and considerably out-of-date curriculum on Israel and few programs that involve connecting to Israel. Some synagogues are very connected; others are not. A recent survey of Boston area synagogues showed that over half have no Israel-related programming on a regular basis. Young adult Birthright alumni, who are beyond college age, have very little access to Israel related programming. Some large communities have actually mapped out the institutions in their community and the level of connection of each to Israel, to create a baseline for planning Israel Programming and for measuring progress. Often, levels of connection to Israel are lower than expected.

##### **Goal**

Bring Israel more strongly into the center of the Greater Boston Jewish community; build understanding of and support for Israel; promote a sense of connection and interest in travel through increased programming within communal organizations and other settings; continue to build the connection for those who have been on trips, with a special focus on young adults who have been on Birthright trips

##### **Target**

Families, teens, young adults, college students

##### **Strategy**

Publicize existing Israel-related arts and culture and other programming and help synagogues, schools (from early childhood through high school), camps, adult education other local organizations and entrepreneurs to build Israel programming and education into the daily life of their organizations, putting special emphasis on finding young adults who are Birthright alumni and connecting them to Israel-oriented post programming in the community. CJP will continue to work with its Haifa partners on

youth programs, expanding existing efforts (e.g. school-to-school) to reach even more people. New initiatives will be designed to reach a larger segment of the community. In addition, CJP will expand engagement opportunities to include next generation leaders and donors in the Boston/Haifa partnership

**Estimated Annual Budget**

Resource staffing and consultants	\$100,000
Launch pilot projects	<u>\$100,000</u>
<b>TOTAL</b>	<b>\$200,000</b>

## **Initiative area #2: Strengthening Israel**

The Boston-Haifa Connection has been the cornerstone of CJP's Israel strategy. It has been changing lives and opening hearts since it was established by Combined Jewish Philanthropies and the City of Haifa in 1989. Based on a vision set roughly a decade ago, the Connection builds living bridges between the sister cities and strives to strengthen the social fabric of both societies. Thousands of individuals have been touched by the Connection, including at-risk youth in Haifa, Boston-area Jewish day school students, Ethiopian-Israeli immigrants, seniors and Israeli-Arabs. Going far beyond one-time missions and donations, the Connection builds Jewish community on both sides of the ocean through dialogue and collaboration.

A flagship program of the partnership is the Shiluvim initiative that provides a comprehensive program to improve the lives of Ethiopian Jews in Haifa through empowerment of leadership, employment programs, social services, and educational enhancements. School-to-School partnerships strengthen Jewish identity in both Boston and Haifa, involving 19 Boston area schools (day schools and congregational schools) and over 30 programs. Economic development projects provide direct support for development and increased connections between business leaders in Boston and Haifa. A total of 70 programs are overseen by four volunteer/professional Boston/Haifa committees that meet in person twice a year. Many personal and institutional relationships have developed over the years as a result of this work. Local Boston agencies have also become involved with many of their senior professionals and volunteer leaders traveling to Israel to share ideas with similar agencies in Israel.

In the last decade, CJP's work in Israel has emphasized the Boston/Haifa partnership. In order to help strengthen Israel and to expand our community's sense of connection to and support for the people of Israel, there is increasing interest in extending our partnership beyond Haifa and developing programs and relationships that can have a more expansive impact nationally. This includes potential partnerships with Israeli philanthropists, local municipalities, Israeli and other corporations and foundations, and with NGOs (non-governmental organizations) in Israel

Going forward it will be especially important to focus on a specific area of work in Israel. This will allow the building of expertise in a particular that area as well as the ability to focus our energy and resources in achieving significant impact. After extensive research into the problems facing Israel today and the opportunities for leveraging funds and making real impact, the committee recommended a focus on the next generation in three areas:

- § Educational opportunities – creating opportunities for young people to maximize their potential
- § Jewish identity – helping Israelis to define their own Jewish identity at this challenging time in Israel's history
- § Youth at risk – helping support and empower young people



These three areas were chosen because of their importance to the future of Israel, the extent of the need, the opportunity for philanthropic partnerships between Bostonians and Israelis, and the sense that the Boston community could bring expertise to these challenges.

### **1. Focus and Energize the Boston/Haifa Partnership**

In researching the current state of the partnership and in discussions with the leadership in Haifa, it has become clear that there are significant opportunities going forward:

- The partnership needs an updated consensus on the “big vision” and a clearer idea of mission and purpose
- The projects need to be refined with more focus on achieving transformative, sustainable impact and on building capacity
- There should be fewer, bigger projects in order to maximize impact, evaluate results and build expertise in specific areas
- Projects need more clearly articulated goals and a system for measuring progress and impact
- There needs to be a growing culture of shared ownership and shared responsibility for funding, leading to sustainability of funding even without CJP. CJP should be moving to a model where it may be a long-term, but not permanent, funder of projects in Israel
- Even though CJP has been operating primarily in Haifa, programs should be designed as replicable models with nationwide potential
- There should be a serious effort to engage next generation leadership on both sides of the ocean
- There is a need for more diverse leadership representing diverse constituencies in both communities
- There needs to be more participation from the community in both Boston and Haifa, and more visibility of the partnership

### **Goal**

Take the Boston-Haifa connection to the next level with a big vision, clear focus on the next generation, fewer, high impact programs and a broader leadership group; create deeper and broader involvement in both communities

### **Strategies**

The following strategies will be further developed and implemented in partnership with leadership of the Boston/Haifa Connection:

- A new guiding vision will be created with a focus on youth-at-risk, educational opportunities, and Jewish identity for the next generation
- A needs analysis of Haifa, together with a review and evaluation of current projects, will be conducted. Projects will be consolidated with the goal of

- fewer, bigger, more transformative initiatives that can be replicated nationally, such as Shiluvim and the School-to-School exchanges
- A system of measurement and accountability will be created and implemented; new decision processes will be created that utilize more rigorous methods for reviewing research and project evaluation
- There will be a major effort to expand leadership in Boston and Haifa with a special emphasis on engaging high-profile next generation leaders in the partnership
- There will be significant efforts to expand the numbers of people in Boston and Haifa who participate in the partnership and who are aware of the work of the partnership
- There will be an effort to leverage and replicate effective models of partnership (i.e. those leading to self-sufficiency, capacity building, shared funding responsibility)

### **Estimated Budget**

Initial strategies will be accomplished at current funding levels

### **2. Broader Israel Strategy**

Moving forward, CJP will begin to explore other types of partnership as vehicles to help the next generation in Israel and expand our connections beyond Haifa. This will begin with a fact finding process to understand what leading Israeli philanthropists are doing and where there might be opportunities for creative partnerships that combine Israeli expertise with the unique knowledge base of the Boston area.

In some cases it may make sense to incubate programs in Haifa, while other initiatives may have a different approach and location based on needs, and our own expertise and capacity. This new strategy will be organized around partners, potential for impact, and understanding of relevant issues where we see the opportunity to create significant and systemic change; geographic considerations will be secondary.

### **Goal**

Enhance educational opportunities, Jewish identity and opportunities for youth-at-risk in Israel in a way that impacts the future of the next generation in Israel

### **Strategies**

Develop a partnership in Israel that leverages philanthropic dollars and expertise from Boston by collaborating with Israeli philanthropists, academics, and municipalities, as well as organizations in Boston. Partners could include other Jewish communities from elsewhere in North America or other parts of the world. The unique assets of the Boston community—the universities, the accumulated expertise of the Jewish community, the social service agencies in the general community, the medical services organizations, the educational institutions, etc., will help to build models that can be piloted and replicated

in collaboration with organizations, government, and philanthropists in Israel. The goal is to make a large difference by piloting ideas that have the potential to be broadly replicated across Israel once the concept is proven.

### **Estimated Budget**

Consultants in Israel to help develop the program (year 1)	\$100,000
Initiative/Initiatives to be defined (annual)	<u>\$1,000,000</u>
<b>TOTAL</b>	<b>\$1,100,000</b>

### **Initiative area #3: Boston – Dnepropetrovsk Partnership**

#### **Background**

The Boston/Dnepropetrovsk Partnership has accomplished much excellent work within an area of the world where human service needs are very extensive and Jewish Identity has been relatively weak.

#### **Goal**

Have significant impact on the well-being of elderly Jews and children in need; strengthen Jewish identity among the next generation of Jews in Dnepropetrovsk; improve cost efficiency

#### **Target**

Elderly and Next Generation Jews in Dnepropetrovsk

#### **Strategy**

The subcommittee recommends that the committee responsible for overseas work take the following actions as soon as is feasible:

- Review current operations of the partnership with Dnepropetrovsk to achieve maximum efficiency and effectiveness - There is a sense from the subcommittee's review that there are opportunities for improved operational efficiency; this possibility should be explored.
- Refine funding models, partnership approach and agenda – There will be a review of the different ways that projects are funded and that decisions are made and rationalization the approach so that there is growing self-sufficiency and more impact built into projects.
- Build systems for more rigorous evaluation and accountability – like other parts of CJP, the partnership will develop a measurement system.
- Increase focus on Jewish identity and improved education (specifically English as a Second Language).

- Continue to provide basic human services to vulnerable populations, particularly elderly and youth
- Be consistent with regard to support for Jewish populations outside existing partnerships, maintaining primary strategic focus on youth

### Estimated Annual Budget

Strategies will initially be implemented at current funding levels

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***Please note that that all of 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.***