

Hebrew College Board of Trustees

Orientation Packet

2023-2024

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FY23 Board Minutes (June 2022 - June 2023) can be found listed on the Board Orientation page of our [website](#).

“If you want to build a team, create a team that builds.”
Rabbi Jonathan Sacks

Dear colleagues,

Hebrew College leadership has built a team that builds. Having climbed the first mountain, building a new College campus, we embark on a second mountain climb.

An enthusiastic welcome to all Trustees, veteran and newly installed. Truly honored to do the work together. Attached please find the Trustee Orientation Packet approved by the Governance Committee.

Yours for success,



Nancy K. Belsky
Board Chair



Rabbi Sharon Cohen Anisfeld
President



אֲנִי חָכְמָה שֶׁבִּנְתִּי עָרְמָה וְדַעַת מִזִּמּוֹת אֶמְצָא:

"I, Wisdom, live with Prudence; I attain knowledge and foresight.

Proverbs 8:12

BOARD MEETING DATES FOR ACADEMIC YEAR 2023-2024

Please note that regular meetings are scheduled for 4:00 p.m. and will be conducted on Zoom.

The Board retreat on **October 26** will be held in person at **Temple Beth Elohim in Wellesley, MA** from **10:00 a.m. to 5:00 p.m.** A more detailed schedule will be provided in August.

TUESDAY, AUGUST 29*

THURSDAY, OCTOBER 26 (FULL DAY BOARD RETREAT)

THURSDAY, NOVEMBER 30

THURSDAY, JANUARY 25

THURSDAY, MARCH 28

THURSDAY, MAY 2

THURSDAY, JUNE 27 (Annual Meeting)

SUNDAY, JUNE 2 ORDINATION/GRADUATION CEREMONY

** The first meeting is on a Tuesday to avoid the upcoming holiday weekend.*

Zoom Link: <https://us02web.zoom.us/j/84979301803>

EXPECTATIONS OF HEBREW COLLEGE TRUSTEES

These expectations provide an objective set of guidelines designed to strengthen board performance, fulfill fiduciary responsibilities, and clarify the role and expectations of current and prospective Trustees. These guidelines will be used in evaluating the performance and effectiveness of Trustees individually and collectively.

LENDING TIME AND EXPERTISE

The Board is driven by committed leaders whose active participation contributes valuable expertise and insight into strategic discussions and decisions. Expectations include:

- Participate at a minimum of 75% of the in-person or virtual board meetings and at the Spring Commencement.
- Membership on at least one board committee.

AMBASSADORSHIP

Passionate ambassadorship and strategic networking develop board leadership potential and philanthropic promise. Familiarity and knowledge about the institution are essential to build confident, professional, and effective leadership. Expectations include:

- Introduce Hebrew College Development Committee to prospective donors/leaders, and/or host a parlor meeting, Shabbat dinner, or event.
- Promote and attend the annual Hebrew College Gala.
- Promote other Hebrew College events.
- Become better acquainted with Hebrew College core businesses by visiting programs.

PHILANTHROPY

To sustain Hebrew College's mission, each Trustee will:

- Make the College one of the Trustee's top philanthropic priorities.
- Participate in an annual personal conversation with Board Chair, President, or Development Committee member about Trustee pledge.

Based on the long-standing relationship between Hebrew College and Jewish Federation, consideration of an annual gift to CJP is encouraged.

HEBREW COLLEGE BOARD OF TRUSTEES | BIOGRAPHIES FY24



Rabbi Sharon Cohen Anisfeld was appointed President-Elect of Hebrew College in the fall of 2017 and became President on July 1, 2018. She was Dean of the Rabbinical School from 2006-2017. Prior to assuming these positions, she served as an adjunct faculty member and then dean of students at the school. After graduating from the Reconstructionist Rabbinical College in 1990, Rabbi Anisfeld spent 15 years working in pluralistic settings as a Hillel rabbi at Tufts, Yale and Harvard universities. She served as a summer faculty member for the Bronfman Youth Fellowships in Israel since 1993 and is co-editor of two volumes of women's writings on Passover, *The Women's Seder Sourcebook: Rituals and Readings for Use at the Passover Seder* (Jewish Lights Publishing, 2002) and *The Women's Passover Companion: Women's Reflections on the Festival of Freedom* (Jewish Lights Publishing, 2002). In 2015, Rabbi Anisfeld was named one of the 50 most influential Jews in the world by *The Jerusalem Post*. From 2011 to 2013, she was named to *Newsweek's* list of Top 50 Influential Rabbis in America.



Mark Atkins is a retired entrepreneur and longtime volunteer at Hebrew College. In 1990, Mark co-founded Vality Technology, Inc., a Big Data software company, where he served as Chairman and CEO until 2002, when Ascential Software (IBM) acquired the company. From 2002 until 2012, he served as Chairman and CEO of Invention Machine Inc., a global innovation software system that was acquired by IHS. From 2013 until 2018, he served as an adjunct professor at the University of Massachusetts-Boston College of Management, where he taught Entrepreneurial and Global Strategic Marketing courses to MBA and undergraduate students. Over the past decade, Mark has also served as a board director, consultant, and mentor to several technology companies. Mark is a member of the Board of Overseers of Brigham and Women's Hospital in Boston. He is a past Trustee and Chairman of the Board of Trustees at Hebrew College and a former board member of the University of Massachusetts Foundation, the Jewish Community Center of Greater Boston, and The Vilna Shul. He is also a former trustee of the American Jewish Committee (AJC) New England and served on the AJC National Board of Governors from 2015 until 2018. Mark was an honoree and recipient of the Vilna Visionary Leadership Award, as well as the recipient of the Distinguished Business Leader Award by the University of Massachusetts College of Management. In May 2017, Mark delivered the keynote address at the College of Management Convocation for the University of Massachusetts-Boston School of Management. In 2019, he received an honorary doctorate degree from Hebrew College. Mark received his MBA from Babson College and his BA from the University of Massachusetts-Boston, where he set up The Mark E. Atkins Scholarship Endowment.



Nancy Kaplan Belsky has been devoted to Jewish communal service, investing her time, expertise, and philanthropy in numerous compelling community initiatives. Nancy has served on the CJP Board of Directors. As Chair of the Committee on Services for People with Disabilities and the CJP Housing Implementation Advisory Committee, she helped guide the CJP Disabilities agenda. As chair, she collaborated with CJP's family of agencies, professional staff, and lay leadership to develop programs and a variety of housing alternatives and services to suit the full range of needs of Jewish people with disabilities. Additional Leadership includes serving as Vice President on the Board of Directors of the Rashi Jewish Day School, Vice President of the Board of Trustees of The Fessenden School, and board membership on The Anti-Defamation League. More recently, Nancy served as Board Chair of The JCC of Greater Boston. Nancy Kaplan Belsky currently serves as President of the Rita J. and Stanley H. Kaplan Family Foundation. In honor of their founders, the foundation allocates upwards of fifty percent of the annual budget to Jewish organizations that benefit the broader community. Powered by Jewish values, the foundation embraces entrepreneurship and innovation; believes risk-taking is essential to creating a better society; understands that arts and culture are critical building blocks of vibrant communities and is passionate about advocating on behalf of vulnerable people. Nancy and Mark Belsky are members of Temple Beth Elohim in Wellesley. Mark R. Belsky, MD is retired from his medical practice in Hand Surgery at Newton-Wellesley Hospital. They have three children and four grandchildren, their greatest pride and joy. Some of Nancy's personal interests include hiking, biking, and Jewish study.



Harvey Chasen is a founder and original member of the Board of Directors of MetroWest Jewish Day School. He received his B.S. degree from Northeastern University in Mechanical/Industrial Engineering followed by an M.B.A. He is a past officer of Temple Israel and served as chairman of the Disaster Response Committee for the Metrowest Red Cross. He has been a participant with the speaker's bureau of the Boston Alzheimer Association. Harvey is a partner with his son, Allan, in their third-generation family business, HD Chasen, which supplies material to build and maintain bridges, power plants and oil refineries worldwide. Harvey is a 2015 graduate of Me'ah and has continued his studies with Me'ah Select.



Rabbi Jevin Eagle is excited to leverage his entrepreneurial talent, spiritual depth, and passion for Hillel's mission as the Executive Director of Boston University Hillel and University Chaplain. He also serves on the Faculty of Boston University Questrom School of Business, as Professor of the Practice, Strategy and Innovation and Executive Director of Social Impact Initiatives. Rabbi Jevin received rabbinic ordination from Hebrew College Rabbinic School in June 2019. Prior to attending rabbinical school, Jevin Eagle was the CEO of DavidsTea, a senior executive at Staples, Inc., and a partner at McKinsey & Company. He was one of the executives responsible for Staples' "Easy

Brand” Strategy and the famous “Easy Button.” Eagle says his career change from business to the Rabbinate was the fulfillment of a life-long dream to immerse himself in Torah study and serve the Jewish people. Illustrative of his commitment to the Jewish community while working in business, Jevin served as Board Chair of Harvard Hillel and Dartmouth Hillel from 2002 to 2006. Rabbi Jevin has an MBA from Harvard Business School, where he served as an executive committee member on the Jewish Students Association, and a bachelor’s degree from Dartmouth College, where he majored in religion and government and served as Hillel student president. Before Harvard Business School, he helped found Jewish Lights Publishing. He serves on the board of directors of Carter’s, Inc., the leading branded apparel marketer for babies and young children, and as a trustee of Hebrew College.



Deborah Feinstein was a Museum Director/educator/curator for over 25 years. With her first graduate degree in Islamic art from Harvard University, Deborah lectured on religious, historical, and cultural connection of the three major religions through the visual arts in numerous universities and museum venues. She was also the Director/Curator of the Holyoke Museum in Holyoke, Mass., as well as an educational consultant for exhibits at the Springfield Museum of Art in Springfield, Massachusetts. Working for an international exhibit design firm, Christopher Chadbourne and Associates, Deborah was project manager and an exhibit writer. For the Vilna Shul, Boston’s Center for Jewish Culture, Deborah designed and wrote the panels for “The Boston Jewish Experience: Reconnect to the Tapestry” exhibit. After completing the master’s program in Jewish Studies at Hebrew College, Deborah has used the visual image as an interpretative tool in creating Jewish illuminated manuscripts. Her volunteer life has been full ... being president of the Board of Directors for the Vilna Shul for 5 years, Chair of the Capital Campaign that raised \$4 million for its renovation, co-chair of numerous missions in Europe for USHMM, co-chairperson for the Wings of Memory Society of New England for the USHMM, a Hebrew College overseer and member of the Leadership council, and member of many committees at Temple Beth Elohim in Wellesley, Mass.



After a 30-year rewarding career consulting with clients worldwide, **David Hoffman** is retired and is now pursuing his diverse passions including studying diplomacy and contributing his time and expertise to fostering the perpetuation and growth of the Jewish community. David was the leader of the Global Energy practice at Oliver Wyman, where he counseled energy companies for over thirty years. He specialized in the areas of strategic planning, organization transformation, post-merger integration and operational improvement. David has expertise in the areas of competitive diagnostics, customer/market segmentation, organization design, and growth assessment methodologies. David is also a member of the Board and Finance Chair at Boston University Hillel. David grew up attending Jewish Day School. Later he consulted with Boston area day schools to help develop their strategic plans focusing on growth. David received his BS and MBA from Boston University where he was an active member of BU Hillel. David and his wife, Beryl, of more than 30 years, enjoy traveling and spending time with their two grown children, daughter-in-law and two grandsons.



Rabbi Avi Killip is the Executive Vice President at Hadar. A graduate of Hebrew College Rabbinical School, Avi also holds Bachelors and Masters from Brandeis University. She was a Wexner Graduate Fellow and a Schusterman Fellow. Avi teaches as part of Hadar's Faculty and is host of Hadar's podcasts, Responsa Radio and Ta Shma. Avi lives in Riverdale, NY with her husband and three children.



Lydia Kukoff created and for thirteen years led the Reform movement's Outreach program, the Jewish Community's first national program for intermarried couples and Jews-by-Choice. In that capacity she traveled widely throughout North America, leading seminars and speaking about intermarriage, conversion, and the changing demography of the North American Jewish Community. Lydia created and taught a professional development class for rabbinic, cantorial, and education students at Hebrew Union College-Jewish Institute of Religion (HUC-JIR) in New York. With Rabbi Steven Foster, she created the Denver Outreach Internship, which brought groups of these students to Temple Emanuel in Denver and enabled them to experience a complete Outreach program in a congregational setting. Lydia is the author of *Choosing Judaism*, and also co-authored *Every Person's Guide to Judaism* and *Introduction to Judaism: A Course Outline* with Rabbi Steven Einstein. She produced the videos "Choosing Judaism: Some Personal Perspectives" and "Intermarriage: When Love Meets Tradition". She has also written numerous articles on the subject. She was executive editor of a library of training manuals and resource books for professionals working with intermarried couples, parents, and their children, and guides to enable synagogues to deal with issues around welcoming intermarried couples and Jews-by-Choice. She served as the North American Director of the Avi-Chai Foundation. She was one of the founders, a past president and serves on the board of The Chatham Synagogue-Netivot Torah in Chatham Center, New York. She also served on the boards of Jewish Jumpstart and Interfaith.com. Currently, she is president of the Crandell Theatre, a historic movie house in Chatham, NY. She holds a B.A. in English Literature from Beaver College (now Arcadia University) in Glendale, PA, and an M.A. in Jewish Studies from (HUC-JIR) in Los Angeles where she was awarded the Faculty Award for academic achievement. Lydia lives in New York's Upper Hudson Valley with her husband, Ben, a retired writer and producer, and their Goldendoodle, Goldstein. She and Ben have two children and three grandchildren.



Rabbi Van Lanckton is a 2009 graduate of the Rabbinical School. He is Rabbi Emeritus of Temple B'nai Shalom in Braintree, MA, where he served in a student pulpit from 2007 to 2009 and then as Rabbi from 2009 to 2017. Van was the founder of the Hebrew College Clergy Alumni Association, where he served as Executive Vice President from its creation in 2008 until his decision to retire from that role in 2023. He also served as an officer and director of the Rabbis and Cantors Retirement Plan, which he co-created in 2012. Van practiced law in Massachusetts for 36 years, serving initially as Director of the Community Legal Assistance Office and Teaching Fellow in Law and Clinical Practice at Harvard Law School and then in two positions in the Massachusetts state government. Following

his subsequent 25 years in private practice, he retired from law in 2003 to become one of the seventeen founding students of the Rabbinical School. Van graduated cum laude from Yale College in 1964 and Harvard Law School in 1967.



Myra Musicant is a CPA by training. She has devoted herself to raising three children and being an active volunteer in non-profit organizations. Myra graduated magna cum laude from Smith College with a major in religion. She studied in the Near Eastern and Judaic Studies Department at Brandeis University for three and a half years. She received a master's degree from the Simmons Graduate Program in Management. She obtained her CPA and had seven years' experience with the firm of Coopers & Lybrand. Myra was a member of the board of trustees at the Solomon Schechter Day School of Boston, serving as Treasurer and First Vice President. She also served as President of Temple Beth Zion in Brookline for four years. She is an alumna of the Me'ah program at Hebrew College.



Tara Sophia Mohr is an author, teacher and coach devoted to exploring the intersections of spirituality, personal growth, and social change. Tara is the author of the bestselling book on the inner work of leadership, *Playing Big: Practical Wisdom for Women Who Want to Speak Up, Create, and Lead*, published by Penguin Random House, and named a Best Book of the Year by Apple's iBooks. She is the creator of the pioneering *Playing Big* leadership program, and *Playing Big Facilitators Training* for coaches, mentors and managers who support others in their personal and professional growth. Her work has been featured in publications ranging from *The New York Times* to *Harvard Business Review*. She lives in the San Francisco Bay Area with her partner, three children, and spirited pup, and loves dance, art, and long walks with her family.



In the spring of 2017, **Andy Offit** embarked on a journey as Chair of the Board of Hebrew College. This was his goal: Hebrew College to be in a new home, debt free with a balanced and sustainable budget for the first time in over 25 years. Andy enjoys a steep learning curve and a good challenge. He also demands hard-working and high-energy partners, honest reflection for necessary adjustments, vision, detailed plans, and collaboration with an eye on the numbers. Andy is a numbers guy. Andy also likes to accomplish his goals. And he did. Hebrew College affirmed his skillset—and an opportunity to learn many new skills!! He chaired the Hebrew College board while taking the LSAT, applying, attending and graduating from law school, and passing the bar. And as Hebrew College stepped into its strong and healthy future, so did Andy as a lawyer, his third professional iteration. Andy's passion for learning includes voracious reading about American history, United States presidents, his beloved New England Patriots, the criminal justice system, and anything his three adult sons are also interested in. He loves boats, trucks and bicycles. He has dedicated energy and time to understanding and mitigating the structures that create inequality and instability in this country. Andy's other past

board work includes Solomon Schechter Day School of Greater Boston, Social Innovation Forum, My Life My Choice, Courageous Parents Network, and Beaver Country Day. Andy was born and raised in Pikesville, MD, surrounded by a big, warm and loving family. He attended Emory University, and with his CPA, worked in public accounting for three years in Atlanta. He attended the Wharton School of the University of Pennsylvania followed by 13 years at Fidelity Investments as an analyst and portfolio manager. He enjoyed 12 wildly successful years as a partner at Wellington Management. He left the investment business after 25 years influenced by his wife's soulful and meaningful work as a second career, Hebrew College Rabbi. Andy then graduated from the Harvard Kennedy School with a MPA degree, followed by working for the City of Somerville as special assistant to Mayor Joe Curtatone for seven years. The eye-opening experience led him to believe that change in the system happens in the courtroom. In spring of 2021, he graduated from Suffolk Law School. He is admitted to the bar in New Hampshire and Massachusetts. Andy is adored by and devoted to his three sons, Adam, David and Yoni, and his wife, Rabbi Suzanne Offit '09.



Professor Sara S. Lee was the Director of the Rhea-Hirsch School of Education at the Los Angeles, CA campus of Hebrew Union College-Jewish Institute of Religion from 1980-2007. She served as Adjunct Professor Emeritus of Jewish Education from 2007-2012 teaching a variety of courses such as Sociology of Jewish Education, Curriculum and Organizational Development. She has served as a consultant to schools and organizations and lectured extensively on Jewish Education, and has written articles for *The Jewish Principal's Handbook*, *Religious Education*, and *Jewish Education*.

Sara served as a member of the Wexner Foundation Graduate Fellowship Committee and as a vice chair of the URJ Commission on Lifelong Jewish Learning. She served as the Project Director for the Hebrew Union College Mandel Fellows Program for Visionary Rabbinic Leadership from 2007-2012. Her research interests include Jewish institutional transformation, interreligious education, approaches to leadership of Jewish religious institutions, and the impact of American religion on Jewish religious life and institutions. Sara has edited three books: *A Congregation of Learners* (with Isa Aron and Seymour Rossel); *Touching the Future: Mentoring and the Jewish Professional* (with Michael Zeldin); and *Communities of Learning: A Vision for the Jewish Future*. With Dr. Mary C. Boys of Union Theological Seminary, Sara edited a special issue of *Religious Education*, "Religious Traditions in Conversation". She also co-authored *Christians and Jews in Dialogue: Learning in the Presence of the Other* with Dr. Boys in 2006. The Lilly Endowment awarded Sara and Dr. Boys a grant in 1992 to support a colloquium for Catholic and Jewish educators, and a second grant in 1996 for the study of pluralism and particularism in religious education. She is a past president of the Association of Professors and Researchers in Religious Education (APRRE), and received the Distinguished Merit Citation from the National Conference of Christians and Jews. She was awarded the Sara and Samuel Rothberg Prize in Jewish Education by Hebrew University in Jerusalem in 1997, Doctor of Humane Letters, honoris causa by the Jewish Theological Seminary in 1999, Pras HaNasi, the President's Award for Distinguished Leadership of Jewish Education in the Diaspora in 2005, and a Doctor of Humane Letters from Hebrew Union College in 2012.

Sara was born in Boston, M.A. She received her B.A. in Social Relations from Radcliffe College, an M.A. in Jewish Education from Hebrew Union College, and an M.S. in Education from University of Southern California.



Steven Lewis received rabbinic ordination from Hebrew College Rabbinic School in 2011. He served as the Rabbi of Temple Ahavat Achim, Gloucester, Massachusetts from 2011 until 2022. Prior to attending rabbinical school, Steven received his B.S. degree from Brown University and a Master's Degree in Environmental Planning from UC Berkeley. He worked as an educator and theater director. In both of these professions he used the oral histories of local seniors to create performances and curricula that told the story of local changes in landscape and culture.

He currently resides with his wife, Laura Wiessen, who serves on the Gloucester School Committee, and their two children.



Suzanne G. Priebatsch, CLU®, ChFC®, is Senior Vice President, Financial Advisor, and Senior Investment Management Consultant at Morgan Stanley, an American multinational investment bank and financial services company. Suzanne is a graduate of Smith College and Harvard University. She began her investment management career in 1986. She serves on the boards of our partnering organization, the Jewish Arts Collaborative, and Hadassah – Brandeis Institute, Boston branch of the

American Jewish Committee, Boston branch of Anti-Defamation League, and Boston branch of Birthright Israel. She serves also as an Honorary Trustee of the Children's Museum of Boston.



Ross Silverstein is the President and CEO of the Wayland, MA company iPROMOTEu, one of the largest and fastest growing companies in the promotional products industry. The company has a network of more than 1,000 promotional products sales professionals throughout the U.S. and Canada. Ross is a member of Congregation Or Atid in Wayland, MA and serves as co-Chair of its Ritual Committee. Ross also is a member of Temple Emanuel in Newton and The Adams Street Shul in Newton and is involved with Temple Israel in Boston and the Community Hevra

Kadisha of Greater Boston. Ross and his family were early supporters of The Rashi School, where Ross served on the Board of Directors for several years. Ross graduated summa cum laude from Boston College with a B.S. in Management and later earned an S.M. in Management from the Sloan School of Management at the Massachusetts Institute of Technology (MIT) and a J.D. from Boston University School of Law. Prior to founding iPROMOTEu, Ross worked as a corporate attorney for many years at Goodwin Procter in Boston and later worked as an executive for the RE/MAX real estate organization, helping expand RE/MAX into parts of the U.S., Canada, Europe and the Middle East (including Israel).

Ross lives in Weston, MA with his wife Amy. Together, they have four children. Their three older children all graduated from Prozdor at Hebrew College (their youngest child attended Gann Academy); Ross, himself, graduated from Prozdor when it was located on Hawes Street in Brookline, MA.



Following a successful Hi Tech career in marketing, sales and financial communications, **Susan Schechter** retired in 2000. Since that time, she has been involved in a number of educational, health and cultural organizations. Susan was a co-chair of Branching Out, Building Together: A Capital Campaign for Hebrew College. Presently she serves on the Foundation Board of Boston Arts Academy and is an Overseer at MSPCA Angell. She is Trustee Emerita of the Mass College of Art Foundation Board which she previously chaired, and also served as a Trustee of Mass College of Art for

10 years. She has been a long-term supporter and co-chaired annual fund philanthropic events for The Grow Clinic at Boston Medical Center, the Mass Art Auction and the MSPCA Angell gala. Since 1998 Susan has been engaged in Jewish studies with a group of women, fondly known as the Torah Babes and is a Me'ah alum. Susan and her husband Bob have been members of Temple Beth Elohim in Wellesley, MA for over 20 years. They have two grown sons, daughters-in-law and a beautiful granddaughter, all in Brooklyn. They enjoy traveling, hanging out with friends and poodles in Boston and the Berkshires, and counting their blessings.

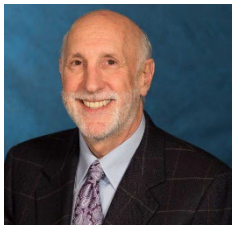


Susan Shevitz is associate professor emerita at Brandeis University where, for over twenty-five years, she taught in and then directed the Hornstein Program in Jewish Communal Service (now Jewish Professional Leadership). She has helped numerous foundations, schools, synagogues and agencies plan, implement and/or evaluate programs such as Hebrew charter schools, family education, and professional development programs for Jewish educators. Susan recently served as faculty on the OnBoard

initiative that prepares newly appointed board members of Jewish non-profit organizations for their responsibilities. She has also served on several boards including the Solomon Schechter Day School of Greater Boston, JESNA (Jewish Educational Service of North America), and the Jewish Communal Service Association. Susan's research and teaching focus on organizational culture and change, leadership in non-profit organizations, and pluralism in Jewish life. She has published numerous articles and monographs and is finishing a book on pluralism in Jewish education. Susan holds undergraduate degrees from the Jewish Theological Seminary (history) and Columbia University (urban planning) and a doctorate from Harvard University in educational planning and social policy. When not working, Susan especially enjoys art, architecture, gardens, travel, and time with her family – her husband, children, step-children and, especially, her four young grandchildren.



Myra Snyder has been a long-time supporter of Hebrew College, serving on its Board of Overseers before joining the Board. Myra is a founder of B'nai Torah in Sudbury, Temple Shir Tikvah in Wayland, MA and MetroWest Jewish Day School in Framingham, MA. Myra serves on the boards of MetroWest Jewish Day School, B'nai Torah of Sudbury, and BOLLI at Brandeis. She has worked in development for many institutions and Jewish organizations, including Mayyim Hayyim, Boston Jewish Film Festival, Brandeis (BOLLI program), Hebrew College, B'nai Torah in Sudbury, MetroWest Jewish Day School, New England branch of University of Haifa, and Combined Jewish Philanthropies. Myra graduated from the Forsyth School for Dental Hygienists at Tufts University and worked as a Registered Dental Hygienist, mostly in pediatrics with special needs children. She received her B.S. degree at Northeastern University. She is a 1997 graduate of Hebrew College's Me'ah program and received her Master's in Jewish Studies at Hebrew College in 2001.



Steven Targum has spent his professional career involved in academics, drug development research, and clinical practice. He is a psychiatrist-psychopharmacologist who has been founder and/or chief medical officer at several small biotech or pharmaceutical companies. Steve moved to Boston in 2005 with his wife, Carol, to live closer to their children. He has been delighted to have three grandchildren come along the way. He has served on the boards of several Jewish charitable organizations including the Institute of Jewish Spirituality in New York and has been committed to his own, evolving Jewish education. He is a proud graduate of the Me'ah program and has continued to take Me'ah Select classes. Steve received his B.A. in biology from Colgate University and an M.D. from Mount Sinai School of Medicine. He has been Professor of Psychiatry and Vice-Chairman of the Department of Mental Health Sciences at Hahnemann University School of Medicine (Philadelphia) and a consultant in psychiatry at the Massachusetts General Hospital.



Diane Troderman has held numerous leadership positions on a local, national, and international level especially focused on Jewish education. She currently serves as a trustee of the Harold Grinspoon Foundation and board member of Hebrew College, The Hadassah Brandeis Institute, and the Washington Institute for Near East Policy. She also sits on the advisory boards of New England Public Radio and Boston Symphony Orchestra.

THE HEBREW COLLEGE MISSION

Reimagining Jewish learning and leadership for an interconnected world. Making our lives more meaningful, our communities more vibrant, and our world more whole.

Our Core Values

AHAVAT TORAH: A LOVE OF LEARNING

At the heart of Hebrew College is our vibrant learning community. We share the conviction that education is the key to Jewish vitality, and we are devoted to rigorous study of the full breadth of Jewish religion and culture. Together, we foster lifelong Jewish learning that engages the whole person, challenging the mind and nourishing the soul.

AREIVUT: EMBRACING COMMUNAL RESPONSIBILITY

Jewish leaders in the 21st century must assume responsibility for both the Jewish future and the future of our planet. Hebrew College promotes learning in a context of communal commitment and concern — for our own local community, for Israel and Jewish communities around the world, and for all inhabitants of the Earth. Through education, activism, service and interfaith cooperation, we seek to bring healing to a world in need of repair.

ELU V'ELU: ENGAGING DIVERSITY

As a pluralistic institution, we recognize and value human diversity. Within our own k'lal Yisrael community and in dialogue with people from other faith traditions, we actively engage a multiplicity of experiences and perspectives in an environment of mutual respect. The encounter with different points of view prompts us to ask honest and searching questions of ourselves and of one another, and to see this process as a source of wisdom and strength.

YETZIRA: FOSTERING JEWISH CREATIVITY

Judaism, at its best, is a creative, intellectual and spiritual encounter among the individual, the community and the received tradition. We embrace music, literature and the visual and performing arts as sources of inspiration and as vital modes of Jewish discovery and expression.

The Hebrew College mission continues to be as relevant as ever: To encourage and empower learners to see themselves as both inheritors and innovators – active participants in the unfolding story of the Jewish People.

BY-LAWS OF HEBREW COLLEGE

Last revised on November 7, 2019

ARTICLE I
BOARD OF TRUSTEES

1. Powers. The Hebrew College Corporation (referred to in these By-Laws as the “corporation” or the “College”) shall have a Board of Trustees (referred to in these By-Laws as the “Board”), which shall manage the affairs of the corporation and shall have and may exercise all the powers of the corporation. The primary functions of the Board shall be the establishment of policy and the sound management of the resources of the corporation. The Board may from time to time, to the extent permitted by law, delegate any of its powers to committees, officers, boards of advisors, attorneys or agents of the corporation. Any action or vote permitted to be taken by members pursuant to Massachusetts General Laws, Chapter 180 shall be taken by action or vote of the same percentage of Trustees of the corporation. The Board shall have all the powers to carry out any other functions that are permitted by these By-Laws or by its charter as amended from time to time, except as limited by law. The powers of the Board shall include, but shall not be limited to, the following:

1.1 Mission

To understand, determine and periodically review the mission and purposes of the College.

1.2 Policies

To establish, in cooperation with the President, and review major policies and long-range plans

1.3 Presidential Election, Evaluation and Removal

To elect the President of Hebrew College by a two-thirds majority vote of the Trustees present at a meeting of the Board; to conduct evaluations of the President’s service at regular intervals; and, at its sole discretion, to remove the President from office by a two-thirds vote of the Trustees then in office.

1.4 Trustee Effectiveness

To establish criteria for service as a member of the Board and periodically assess the role and effectiveness of the Board and its members in executing its powers and fulfilling its responsibilities.

1.5 Degrees

To approve the granting of all degrees in course and all degrees honoris causa.

1.6 Budgets

To review and take appropriate action respecting the budgets of the College, which the President, upon recommendation of the Finance Committee and the chief financial officer, shall submit to the Board.

1.7 Asset Management

To establish investment and spending policies for the management of the assets and endowments of the College.

1.8 Tuition

To review and approve any changes in tuition in major programs.

1.9 Renovations and construction

To authorize the construction of new buildings and major renovations of existing buildings of the College costing \$250,000 or more.

1.10 Tangible Property

To authorize the purchase and sale of any real estate or the purchase and sale of personal property costing \$100,000 or more. In addition, to authorize a lease of real estate either by the College or to the College for a term exceeding five years.

1.11 Debt

To authorize the incurring of debts of \$250,000 or more by the College and the securing thereof by mortgage and pledge of real and personal property, tangible and intangible, presently owned or to be acquired by the College.

1.12 Fund Raising

To determine the direction and feasibility of all major fundraising efforts of the College and to establish guidelines for the solicitation of funds; to lead the College's community by example both in giving and soliciting financial support for its programs.

1.13 Restricted Gifts

To review and approve or disapprove the restriction of any gift to the College with a value of \$250,000 or more.

1.14 Audit

To engage firms of qualified public accountants to carry out annual audits of the books of the College and its systems of financial controls and report to the Board the results of such audit.

1.15 Public relations

To represent the College in a beneficial way in government, community, and public relations.

2. Enumeration. The Board shall consist of (i) the President of Hebrew College, who shall serve *ex officio* without the power to vote, (ii) not less than 14 nor more than 25 other persons elected as regular Trustees (the "Regular Trustees") in accordance with Article IV and (iii) not more than five other persons who have previously served as Trustees and who have been elected to serve as emeritus Trustees (the "Emeritus Trustees") in accordance with Article IV and who shall serve *ex officio* without the power to vote. All references to "Trustees" in these By-Laws shall mean Regular Trustees.

3. Terms. Trustees shall be elected for a term of one, two or three years, and until their respective successors are elected and qualified, the terms thereof to end on June 30 of the last year and so arranged that the terms of approximately an equal number of Trustees shall expire each year. Trustees shall generally assume office on July 1 following the annual meeting at which they are elected and shall hold office until the expiration of their respective terms on June 30 and until their respective successors are elected and qualified and assume their offices. Any person elected as a Trustee to fill a vacancy shall assume the office immediately upon election and shall hold office, in the case of the filling of a vacancy due to the resignation or removal of a Trustee, until the expiration of the term of the Trustee whose vacancy is so filled, and in the case of a vacancy

due to a previously vacant Trustee position, for a term of one, two or three years, and, in either case, until the successor of such person is elected and qualified and assumes the office.

4. Term Limits. Effective from and after the election of Trustees at the 2013 annual meeting, a Trustee who thereafter serves three consecutive full three-year terms subsequent to such 2013 annual meeting as a member of the Board shall not be eligible for re-election as a Trustee at the expiration of the third consecutive term but may be re-elected at any subsequent time after not having served as a Trustee for at least one year; provided, however, that any time during which a Trustee serves as an Officer or as the chair of a standing committee shall not be counted in the period of limitation.

5. Expectations of Trustees. These expectations were adopted by the Board of Trustees as an objective set of guidelines designed to strengthen board performance, fulfill fiduciary responsibilities and clarify the role and expectations of current and prospective Trustees. These expectations will be used in evaluating the performance and effectiveness of Trustees individually and collectively.

a. *Lending time and expertise.* The Board is driven by committed leaders whose active participation contributes valuable expertise and insight into strategic discussions and decisions. Expectations include:

- i. Participate at a minimum of 75% of the board meetings and the Spring Commencement. [Participation in board meetings by phone or electronic conference can be arranged when participation in person is impossible.]
- ii. After one year on the Board, participate on two board committees.

b. *Ambassadorship.* Passionate ambassadorship and strategic networking develop board leadership potential and philanthropic promise. Familiarity and knowledge about the institution are essential to build confident, professional, and effective leadership. Expectations include:

- i. Provide the Hebrew College Development Committee a minimum of two introductions a year to prospective donors/leaders, and/or host a parlor meeting, Shabbat dinner, or cultivation event
- ii. Attend the Hebrew College Gala or other major annual fundraising event.
- iii. Attend other Hebrew College events.
- iv. Get to know the variety of Hebrew College programs by visiting annually a strategically important initiative.

c. *Philanthropy* To sustain Hebrew College's mission, each Trustee will:

- i. Make the College one of his or her top philanthropic priorities.

- ii. Participate in an annual personal conversation with the Hebrew College Vice President for Marketing and Advancement or a Development Committee member about his or her pledge.

ARTICLE II

ADVISORS AND ADVISORY BODIES

The President may designate, from time to time, such advisors or advisory bodies as the President shall deem appropriate for the purpose of furthering the mission and associated programs of the College. Such advisors or advisory bodies may serve as a resource for decision-making and for leadership development.

ARTICLE III

GOVERNANCE COMMITTEE

1. **Enumeration and Terms.** The Governance Committee shall consist of no more than seven members, a majority of whom shall be Trustees. The Chair of the Board shall designate one of the members of the Committee to serve as Chair of the Committee. The Chair of the Board shall fill any vacancy on the Committee by appointing a Trustee to fill the vacancy. Such appointments shall take effect immediately upon appointment. Members shall otherwise begin their terms on July 1 following their election. Members shall serve for an initial term of one, two or three years, the length to be specified at the time of election or appointment and coinciding with the term to be served by the Trustee as a Trustee.

2. **Nominations.** Nominations for Trustees, Emeritus Trustees, Board officers enumerated in Article VI and the successor members of the Governance Committee shall be made by the Governance Committee. The Governance Committee shall send the names of the persons nominated by it as Board officers, Trustees, Emeritus Trustees and members of the Governance Committee to each member of the Board at least three weeks before the annual meeting of the Board in June. Additional nominations may be made from the floor at the annual meeting of the Board, provided that a notice signed by not less than five Trustees giving the names of such nominees and certifying the nominees' acceptances of the nominations be first filed with the Secretary of the Board not later than ten days before the annual meeting. The Secretary shall send a notice of such additional nominations to each member of the Board not later than seven days before the meeting.

3. **Additional Duties.** The Committee shall help the Board to function most effectively while also, in the Committee's nominating role, helping to prevent stagnation on the Board by ensuring regular change as appropriate while preserving continuity as appropriate. The Committee shall study and make recommendations to the Board for improved functioning of the Board. The Committee shall be responsible for overseeing implementation of the recommendations that the Board approves. The topics of these recommendations may include, among other topics:

- a. Recommending the number, schedule, duration and format of regular and special board meetings and annual or biennial retreats;
- b. Recommending the purpose, location, duration, and other details of any proposed retreat;

- c. Varying the purposes of board meetings to create a mix within and among the meetings so that some will be intended primarily to review and approve committee and staff reports and others may serve such purposes as in-depth analysis of proposals and consideration of long-term plans and strategic issues;
- d. Providing information for the Board's discussion about best practices for non-profit boards;
- e. Establishing other ongoing systems for educating and evaluating the Board and its individual members in order to improve its work.

ARTICLE IV

ELECTION OF TRUSTEES

1. General. At its annual meeting, the Board shall elect successors to members of the Board whose terms of office expire and such Emeritus Trustees as the Governance Committee may have nominated.

2. Nomination. Nominations for all elected members of the Board shall be made in accordance with Article III.

3. Eligibility. A Trustee other than an Emeritus Trustee who fails to attend three consecutive meetings of the Board without submitting a valid excuse to the Chair for absence from at least one of those meetings shall not be eligible for re-election to the Board at the expiration of the Trustee's term but may be re-elected at any subsequent time.

Every Trustee must be a contributor to the annual campaigns of the corporation and either the Combined Jewish Philanthropies of Greater Boston or the corresponding federation of the community in which the Trustee resides.

4. Removal. The Board may, at any meeting called at least in part for the purpose and acting by the affirmative vote of two-thirds of the Trustees present, remove any Trustee for cause, including failure to attend three consecutive meetings of the Board without submitting a valid excuse to the Chair for absence from at least one of the meetings; provided that notice of the proposed removal shall have been given to all Trustees not less than five days before the meeting.

5. Vacancies. Vacancies in the members of the Board, whether such vacancy is due to the resignation or removal of a Trustee or the filling of an unoccupied Trustee position, may be filled by the Board at any meeting thereof from persons nominated by the Governance Committee to fill the vacancy or from persons nominated from the floor in the manner provided in Article III. The Governance Committee shall send the names of the persons nominated by it as Trustees to fill vacancies to each member of the Board at least three weeks before the regular or special meeting of the Board at which such election of Trustees is to take place.

ARTICLE V

MEETINGS OF THE BOARD

1. Annual and Special Meetings. The Board shall hold at least six meetings during each fiscal year, including a meeting in the month of June which shall be the annual meeting. The specific time and place of each meeting shall be determined by the Chair. Special meetings of the Board may be called by the Chair at any time and such a special meeting shall also be called if a

written request is given to the Secretary by at least five members of the Board no less than five days before the proposed meeting date.

2. **Notice.** A written notice of the time and place of each regular meeting of the Board shall be given by the Secretary to all the members of the Board at least five days prior to such meeting. In the event of an emergency, as determined by the lesser of five Trustees or two-thirds of the Trustees then in office, notice of a meeting may be given at least forty-eight hours before the meeting and may be given by telephone. A written notice includes notice given by electronic mail.

3. **Quorum.** At any meeting of the Board, a majority of the Trustees then in office shall constitute a quorum, except as may otherwise be provided in these By-Laws. When a quorum is present at any meeting, a majority of the members in attendance shall, except where a larger vote is required by law or by these By-laws, determine any matter brought before such meeting, except that even when a quorum is not present at any meeting, a majority of the members in attendance may adjourn the meeting to a later time or sine die. The President and Emeritus Trustees shall not be included in determining a quorum.

4. **Action by Vote.** At meetings of the Board each Regular Trustee shall be entitled to one vote. Voting by proxy shall not be permitted.

5. **Action by Writing.** Any action required or permitted to be taken at any meeting of the Board may be taken without a meeting if all the Trustees consent to the action in writing (which written consent may be made by electronic email, fax, PDF or other substantially equivalent methods) and the written consents are filed with the records of the meetings of the Trustees. Such consents shall be treated for all purposes as a vote at a meeting.

6. **Presence Through Communications Equipment.** Unless otherwise provided by law, Trustees may participate in a meeting by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

ARTICLE VI

OFFICERS OF THE CORPORATION AND THE BOARD

1. **Enumeration.** The officers of the corporation shall be the President and such Vice Presidents as the Board shall authorize. The officers of the Board shall be the Chair, Vice Chair, Treasurer and Secretary and, if nominated by the Governance Committee and elected by the Board, an Assistant Treasurer to act in the absence or incapacity of the Treasurer and an Assistant Secretary to act in the absence or incapacity of the Secretary.

2. **Nomination.** Nominations for Board officers shall be made by the Governance Committee in accordance with Article III.

3. **Election.** The Board officers shall be chosen by vote at the annual meeting of the Board. Each Board officer shall assume office on July 1 following the annual meeting at which the officer is elected and shall hold office until the following June 30 and until the successor is elected and qualified.

4. **Removal.** Any Board officer may be removed at any time by the affirmative vote of two-thirds of the Trustees present at a meeting specially called at least in part for the purpose.

5. **Vacancies.** The Board shall fill vacancies in any offices at any meeting.

ARTICLE VII

POWERS AND DUTIES OF OFFICERS OF THE BOARD

1. **General.** Each officer of the Board shall have, in addition to the duties and powers herein set forth, such duties and powers as the Board shall from time to time designate.

2. **Chair.** The Chair shall preside at all meetings of the Board; shall have the right to vote on all questions; shall appoint the members of all committees and shall have such other powers and duties as the Board from time to time may prescribe. The Chair shall call meetings of the Board, as required by these By-Laws. The Chair shall be the spokesperson for the Board. The Chair shall be an *ex officio* member of all committees of the Board.

3. **Vice Chair.** The Vice Chair shall preside when the Chair is unable to do so and, when serving in that capacity, shall have all the powers of the Chair.

4. **Treasurer.** The Treasurer shall, under the supervision of the Board, have the care and custody of the funds and valuable papers of the corporation. The Treasurer shall cause to be kept accurate books of account, which shall be the property of the corporation. The Treasurer shall exercise, under the supervision of the Board, all the powers and duties ordinarily incident to the office of Treasurer in similar corporations. In the absence or incapacity of the Treasurer, the Assistant Treasurer, if any, shall have all the powers and duties of the Treasurer. Checks, orders for the payment of money, and all other instruments shall be signed for and in the name of the corporation by such person or persons as shall be designated by the Board from time to time.

5. **Secretary.** The Secretary shall cause to be kept a true record of all meetings of the Board and shall perform all the duties ordinarily incident to the office of Secretary or Clerk in similar corporations. In the absence or incapacity of the Secretary, the Assistant Secretary, if any, shall have all the powers and duties of the Secretary. The Secretary and the Assistant Secretary, if any, shall be residents of Massachusetts.

ARTICLE VIII

STANDING AND OTHER COMMITTEES

1. **Enumeration.** The standing committees of the Board shall be those designated in Articles III and VIII in addition to such committees as may be designated as standing committees by the Chair with the approval of the Board. The Board may, by two-thirds vote of the Trustees present at a meeting of the Board, discontinue any of its standing committees for such time as it may determine. During any such discontinuance, the duties of any such committee may be performed by the Board without a committee.

2. **Academic Affairs Committee.** The Academic Affairs Committee shall, in cooperation with the President, study and appraise the quality of the College's academic programs and make such reports and recommendations to the Board as may be appropriate. The membership of the committee shall include: Board members; representatives of the academic administration and of the tenured faculty; and such other individuals from other academic

institutions as the committee may choose to invite to provide insights from their relevant experience in areas of concern of the committee. The committee will concern itself, in consultation with the President, with policies of faculty appointment, promotion and compensation.

3. Development Committee. The Development Committee shall, in cooperation with the President, participate in the identification and development of strategic planning with regard to public relations and fund raising in order to assure the existence of a receptive atmosphere and the existence of effective plans and programs to meet the long term financial needs of the College. The Development Committee shall report to the Board regularly.

4. Finance Committee. The Finance Committee shall, in cooperation with the chief financial officer and the President, review annual operating and capital budgets. Subject to the scope of investment and spending policy guidelines established by the Board, the Committee shall supervise and have management of all investments of the College. The Committee shall recommend to the Board the employment of investment counsel and investment managers. The Committee shall regularly report on the status of the College's investments to the Board and shall at least annually prepare and submit to the Board a report on investment performance results.

The Committee shall, in cooperation with the chief financial officer, engage a firm or firms of appropriately qualified public accountants to carry out annual audits of the College and determine adequacy of its systems of financial controls and shall assess the performance of such public accountants. No less frequently than every four years, the Committee shall vote to reappoint or replace the public accountants. The Committee shall have oversight of the internal audit system of the College. The Committee is authorized to meet privately with the College's public accountants without the presence of College administrators, including the President.

5. Real Estate Committee. The Real Estate Committee shall plan, organize and lead the College's search for any relocation of the College's campus, including recommending and serving as liaison to one or more real estate brokers to assist in any such search. From time to time the Committee shall provide progress reports and make recommendations to the Board regarding any new location and the terms under which it recommends that the College lease, purchase or otherwise occupy the location.

6. Special and Ad Hoc Committees. In addition to the Standing Committees described above, the Chair may establish Special or Ad Hoc Committees to meet specific needs.

7. Election and Appointment. At its annual meeting the Board shall elect members of the standing and other committees, provided that the Chair may from time to time appoint and remove the Chair, a Vice-Chair and other members of standing and other committees and define their respective powers and duties. A majority of the members of each committee shall be Trustees.

ARTICLE IX

PRESIDENT OF THE COLLEGE

The President of the College shall be the chief executive officer of the corporation and, as such, shall have charge of the day-to-day affairs of the corporation, subject to the authority of the Board. The President shall advise the Board concerning all matters relevant to successful accomplishment of the corporation's goals and objectives. The President shall annually submit to

the Board for its approval the budget for the next fiscal year and such other information as shall be prescribed from time to time by the Board. The President shall annually recommend to the Board all candidates for degrees, both degrees in course and degrees honoris causa, and for ordination, and shall present for the Board's approval or disapproval any proposed tenure track faculty position before engaging anyone to occupy that position.

ARTICLE X
INDEMNIFICATION

The corporation shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as a member of the Board, an elected or appointed officer, or as a President, Vice-President, Provost, Dean or Associate Dean of Hebrew College or as a member of any advisory board of the corporation or who, at the request of the corporation, may serve or at any time has served in a similar capacity with another organization, against all expenses and liabilities, including counsel fees, reasonably incurred by or imposed upon such person in connection with any proceeding in which the person may become involved by reason of serving or having served in such capacity (other than a proceeding voluntarily initiated by such person unless the person is successful on the merits, the proceeding was authorized by a majority of the full Board or the proceeding seeks a declaratory judgment regarding the person's own conduct); provided that no indemnification shall be provided for any such person with respect to any matter as to which the person shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that the person's action was in the best interests of the corporation. Such indemnification may, to the extent authorized by the corporation, include payment by the corporation of expenses incurred in defending a civil or criminal action or proceeding, upon receipt of an undertaking by the person indemnified to repay such payment if the person shall be adjudicated to be not entitled to indemnification under this Article, which undertaking may be accepted without regard to the financial ability of such person to make repayment.

The payment of any indemnification shall be conclusively deemed authorized by the corporation under this Article, and each Trustee of the corporation approving such payment shall be wholly protected, if:

- (A) the payment has been approved or ratified (1) by a majority vote of a quorum of the Trustees consisting of persons who are not at that time parties to the proceeding, or (2) by a majority vote of a committee of two or more Trustees who are not at that time parties to the proceeding and are selected for this purpose by the full Board (in which selection Trustees who are parties may participate); or
- (B) the action is taken in reliance upon the opinion of independent counsel (who may be counsel to the corporation) appointed for the purpose by vote of the Trustees or in the manner specified in clauses (1) or (2) of subparagraph (A); or
- (C) the Trustees have otherwise acted in accordance with the standard of conduct applied under Chapter 180 of the Massachusetts General Laws.

The indemnification provided hereunder shall inure to the benefit of heirs, executors and administrators of the person entitled to indemnification hereunder.

The right of indemnification under this article shall be in addition to and not exclusive of all other rights to which such person may be entitled. Nothing contained in this Article shall

affect any rights to indemnification to which persons entitled to indemnification hereunder may be entitled by contract or otherwise under law.

ARTICLE XI

CONFLICT OF INTEREST, DISCLOSURE, AND STATEMENT OF UNDERSTANDING

1. **Conflict of Interest: Definitions.** A Trustee or officer of the College who is aware of an actual or possible conflict of interest shall disclose any and all material facts to the President or Chair at the earliest possible time after the conflict of interest becomes known to the individual. A conflict of interest means any situation in which the interests of a present or former member of the Board, an officer of the College or a substantial donor may be, or may appear to be, adverse to the interests of the College. A conflict of interest includes Financial Interests, as defined below.

A financial interest (a “Financial Interest”) can be either direct or indirect and includes interests through a family member, a business or professional associate or an entity in which the interested party has a voting, ownership, profits or beneficial interest of more than 35 percent. A Financial Interest will include: (i) an ownership or investment interest in any entity with which the College engages in a transaction or has an arrangement; (ii) a compensation arrangement with the College or any entity or individual with which the College engages in a transaction or has an arrangement; or (iii) a potential ownership or investment in, or compensation arrangement with, any entity or individual with which the College is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts of favors that are substantial in nature.

2. **Disclosure, Determination and Procedure.** Upon disclosure of the actual or possible conflict of interest, the Chair shall appoint a committee of disinterested Trustees to investigate all material facts to determine whether any conflict of interest exists. If the committee determines that a conflict of interest exists with respect to a transaction or situation, the Trustees shall determine, by a majority vote of the disinterested Trustees present, whether the transaction or situation is in the College’s best interest and for its own benefit, is fair and reasonable to the College, and, after exercising due diligence, determine whether the College could obtain a more advantageous transaction with reasonable efforts under the circumstances. The minutes of the Trustees meetings shall include: (i) the documentation, including comparability data, upon which the Trustees based their decision that a transaction or situation is in the College’s best interest and is fair and reasonable to the College; (ii) the nature of the conflict of interest and whether the Trustees determined that there was indeed a conflict of interest; (iii) the names of the persons who were present for discussions and votes relating to the transaction or situation; (iv) the content of these discussions, including any alternatives to the transaction or situation; and (v) a record of any votes taken.

3. **Statement of Understanding.** Annually, each Trustee shall sign a statement provided by the College that he or she has read and understands this section and agrees to comply with it. The Trustee shall also disclose in that statement information relating to potential conflicts of interest.

ARTICLE XII
MISCELLANEOUS

1. **Location**. The principal office of the corporation shall be in the Commonwealth of Massachusetts.

2. **Corporate Seal**. The Board may adopt and alter the seal of the corporation.

3. **Fiscal Year**. The fiscal year of the corporation shall end on June 30 in each year.

ARTICLE XIII
AMENDMENTS

The By-laws may be altered, amended, or repealed at any meeting of the Board provided that written notice of the substance thereof has been given to the Trustees at least ten days prior to such meeting, and provided that at least two-thirds of the Regular Trustees vote in favor of such alteration, amendment, or repeal.

Hebrew College

FAST FACTS



Hebrew College Mission:

Reimagining Jewish learning and leadership for an interconnected world. Making our lives more meaningful, our communities more vibrant, and our world more whole.

Founded In: 1921 as Hebrew Teacher's College

Financial Facts at a Glance:

- Revenue: \$8,975,000
- Tuition and Fees: \$4,327,000
- Philanthropy: \$4,117,000
- Expenses: \$9,027,000
- FY22 Annual Impact Report: hebrewcollege.edu/annual-impact-report/

2022 Enrollment Stats:

- Rabbinical/Cantorial Candidates: 80
- Teen learners: 102
- Community learners: 2083
- Graduate degrees: 115 (77 full-time and 38 part-time)
- Non-degrees: 43
- MaTaRot: 298

Alumni Stats:

Rabbinical student placement rate: 94%, Cantorial student placement rate: 97%, Master of Jewish Education: 100%, Pardes program placement rate: 100%

Rabbis working in pulpits: Reform movement synagogues (28%), Conservative movement synagogues (28%), independent synagogues (28%), Reconstructionist movement synagogues (13%), Renewal movement synagogues (2%)

Where our rabbinical & cantorial alumni work 22 states and four countries

Alumni employers: synagogues, Jewish day schools, Hillels, Jewish communal/nonprofit organizations, assisted living/hospital chaplaincy

Alumni positions: spiritual leaders (rabbis, cantors, *rav-hazzanim*), executive directors, pastoral counselors, scholars, educators and heads of school, musicians, artists, social activists, community organizers

Collaborative Campus Partners:

To create an interdisciplinary hub of Jewish learning, spirituality, and innovation:

Hebrew College + Temple Reyim + Jewish Arts Collaborative + Jewish Women's Archive + Keshet Newton + Keshet + Massachusetts Board of Rabbis + RUACH Community Health + Zamir Chorale + Mayyim Hayyim Living Waters Community Mikveh and Education Center

Rabbinical and Cantorial Ordination Programs:

Rabbinical School established 2003; Cantorial Program established 2004

Student profiles:

- Average age of students: 28
- Number of students ordained at HC YTD: 191
- Tuition total over five/six years for Rabbinic education: \$190,350

How HC Rabbinical/Cantorial Alumni Serve:

- Pulpits (40%), Hillel (13%), Jewish Communal Leadership (17%), Jewish Education (16%), Pastoral Care (10%), & Non-Pulpit Community Rabbis (4%)



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Hebrew College

FAST FACTS



Scholarship Facts:

- % of rabbinic students on scholarship: 88% Average scholarship to students: \$14,760
- The majority of ordination students graduate with loans exceeding \$100k

Graduate Degrees Offered:

- Rabbinic Ordination, Cantorial Ordination, Rav-Hazzan Ordination, Master of Jewish Education, Master of Jewish Education: Pardes Teacher Fellowship in Partnership with Hebrew College, Master of Arts in Jewish Studies, Graduate-Level Certificates in Jewish Education
- **Graduate Programs:** 89% of graduate students are receiving some form of fellowship, scholarship, or need-based grant.

Professional Development Programs:

- Artist Beit Midrash, MaTaRoT Center for Jewish Professional Learning and Leadership, Miller Center for Interreligious Learning & Leadership

Community Education Programs:

ADULT LEARNING: Me'ah Classic & Select, Open Circle Jewish Learning, Hebrew Language (Ulpan)

TEEN LEARNING: Teen Beit Midrash, Jewish Teen Foundation of Greater Boston (teen philanthropy), Young Adult Social Action, The Miller Center's Dignity Project

- **Teen Gap Year Programs:** Kivunim, Young Judea

Faculty and Staff: Faculty: 16, Adjunct faculty (graduate programs): 20, Adjunct faculty (community education programs): 51, Full-time staff: 33, Part-time staff: 17

LEADERSHIP (as of June 30, 2023):

- President: Rabbi Sharon Cohen Anisfeld
- Vice President: Dr. Susie Tanchel
- Chief Financial Officer and Administrative Officer: Keith Dropkin
- Dean, Rabbinical School: Rabbi Justin David
- Provost: Rabbi Dan Judson

BOARD OF TRUSTEES (as of June 30, 2023):

President Rabbi Sharon Cohen Anisfeld • *Ex Officio*

Nancy Kaplan Belsky • *Chair*

Ross Silverstein • *Secretary*

David Hoffman • *Treasurer*

Mark Atkins

Harvey Chasen

Rabbi Jevin Eagle

Deb Feinstein

Rabbi Avi Killip

Lydia Kukoff

Rabbi Van Lanckton

Sara Lee

Rabbi Steven Lewis

Tara Mohr

Myra Musicant

Andy Offit

Suzanne Priebatsch

Susan Schechter

Susan Shevitz

Myra Snyder

Steven Targum

Diane Troderman

Emeriti

Betty Brudnick

Ted Teplow



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FACULTY AND STAFF LIST

*Updated 7/17/2023

Last Name	First Name	Title	Ext.	Position	Department	Email
Adelman	Rachel	Rabbi	8646	Assistant Professor of Bible	Graduate Leadership Programs	radelman@hebrewcollege.edu
Bernstein	Cindy	Ms.	8709	Administrative Coordinator-Open Circle	Community Learning	cbernstein@hebrewcollege.edu
Bobbin	Steffi	Ms.	8640	Director	Human Resources & Facilities Rentals	sbobbin@hebrewcollege.edu
Bock	Harvey	Mr.	8761	Hebrew Coordinator & Adjunct Lecturer	Graduate Leadership Programs	hbock@hebrewcollege.edu
Bodemer	Kim	Ms.	8708	Director of Adult Learning	Community Learning	kbodemer@hebrewcollege.edu
Brown	Sara	Ms.	-----	Senior Director of Operations & Financial Resources	(starts 9/2023)	sbrown@hebrewcollege.edu
Cameau	Jimmy	Mr.	8684	Help Desk Technician	Information Technology	jcameau@hebrewcollege.edu
Cohen-Anisfeld	Sharon	Rabbi	8773	President	President's Office	sanisfeld@hebrewcollege.edu
Colt	Shahar	Rabbi	N/A	Interim Director of Professional Development	Graduate Leadership Programs	shahar.colt@hebrewcollege.edu
Connor-Feldbaum	Bridget	Mrs.	8802	Director of Jew. Teen Foundation (H.C.) Director-Youth Program. & Engage. (T.R.)	Community Learning	bconnorfeldbaum@hebrewcollege.edu
David	Justin	Rabbi	8639	Dean-Rabbinical School & Chief Academic Officer	Graduate Leadership Programs	j david@hebrewcollege.edu
Desrosiers	Kyle David	Mr.	8654	Administrative Assistant	Miller Center	kdesrosiers@hebrewcollege.edu
Dropkin	Keith	Mr.	8783	Chief Financial & Administrative Officer	Business Office & President's Office	kd dropkin@hebrewcollege.edu
Ettinger	Linna	Ms.	8813	Director of Open Circle	Community Learning	lettinger@hebrewcollege.edu
Franck	Rosa	Mrs.	8736	Director	Development	rfranck@hebrewcollege.edu
Furey	Deanna	Ms.	8782	Business Office Associate	Business Office	dfurey@hebrewcollege.edu
Gielow	Bob	Mr.	8847	Senior Director & Registrar	Student Services	bgielow@hebrewcollege.edu
Gribetz	Marion	Ms.	8655	Director of Initiatives	Graduate Leadership Programs	mgribetz@hebrewcollege.edu
Hoadley	Emily	Mrs.	8766	Marketing Manager & Designer	Marketing & Communications	ehoadley@hebrewcollege.edu
Judson	Dan	Rabbi	8638	(on leave '23-'24)	Graduate Leadership Programs	djudson@hebrewcollege.edu
Kahn	Robin	Ms.	8727	Co-Associate Director of Me'ah	Community Learning	rkahn@hebrewcollege.edu
Kanarek	Jane	Rabbi	8623	Associate Dean of Rabbinical School	Graduate Leadership Programs	jkanarek@hebrewcollege.edu
Karasov	Gita	Rabbi	8630	Director – Admissions & Student Life	Graduate Leadership Programs	gkarasov@hebrewcollege.edu
Katsevman	Anna	Mrs.	8735	Program Administrator	Community Learning	akatsevman@hebrewcollege.edu
Katz	Sharon	Ms.	8764	Development Operations Manager	Development	skatz@hebrewcollege.edu
Kenn	Jim	Mr.	8688	Director	Information Technology	jkenn@hebrewcollege.edu
Klein	Daniel	Rabbi	8637	Dean of Students	Graduate Leadership Programs	dklein@hebrewcollege.edu
Kutsman	Faina	Ms.	8697	Coordinator of Operations	C.E.T.	fkutsman@hebrewcollege.edu
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						facilities@hebrewcollege.edu
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Weidman	Michael	Mr.	8668	Operations Manager	C.E.T.	mweidman@hebrewcollege.edu

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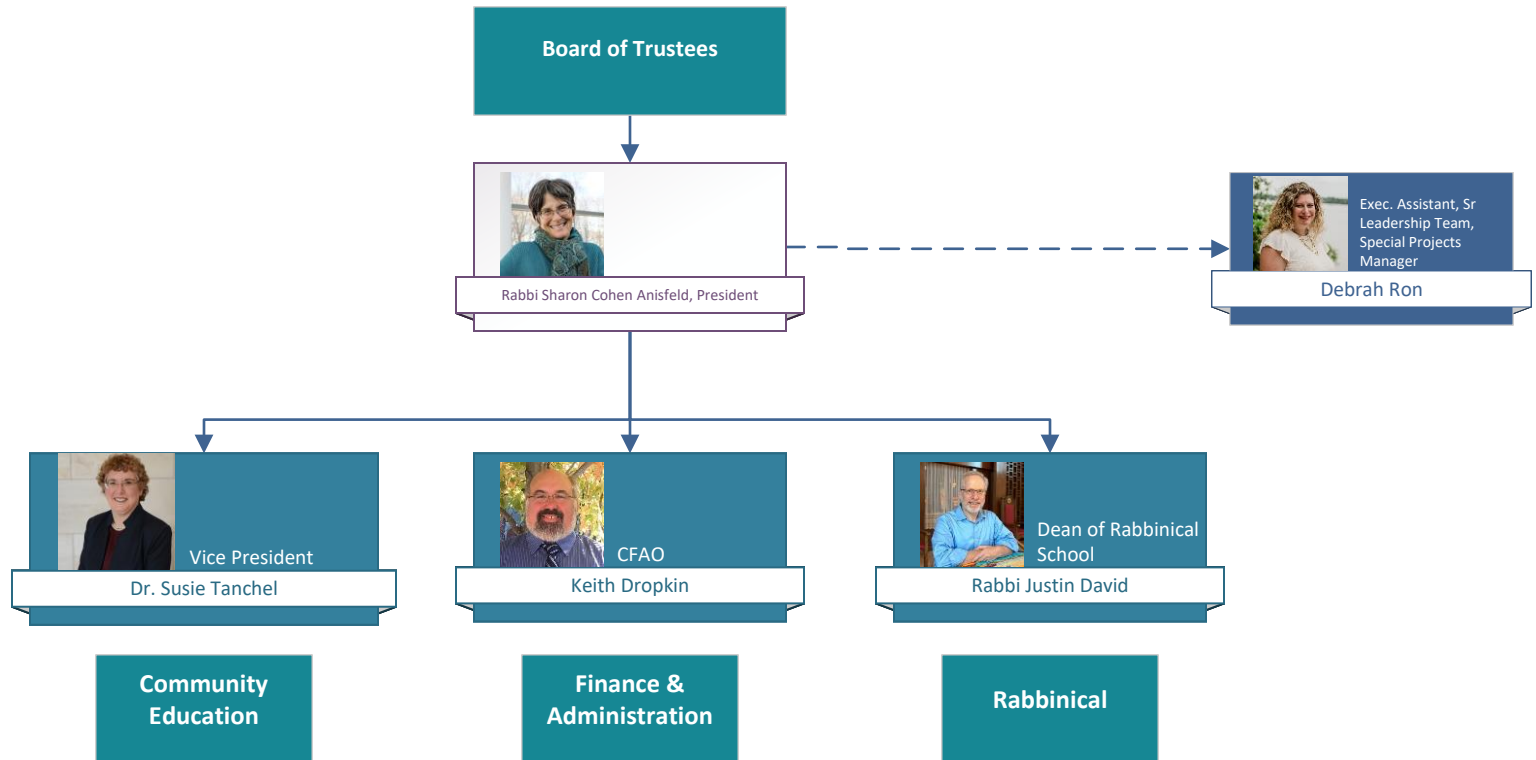
DEVELOPMENT	8736	advancement@hebrewcollege.edu
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FACILITY RENTALS	8640	sbobbin@hebrewcollege.edu
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REGISTRAR (STUDENT SERVICES)	8642	registrar@hebrewcollege.edu
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TEEN LEARNING	8802	bconnorfeldbaum@hebrewcollege.edu
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Other Organizations

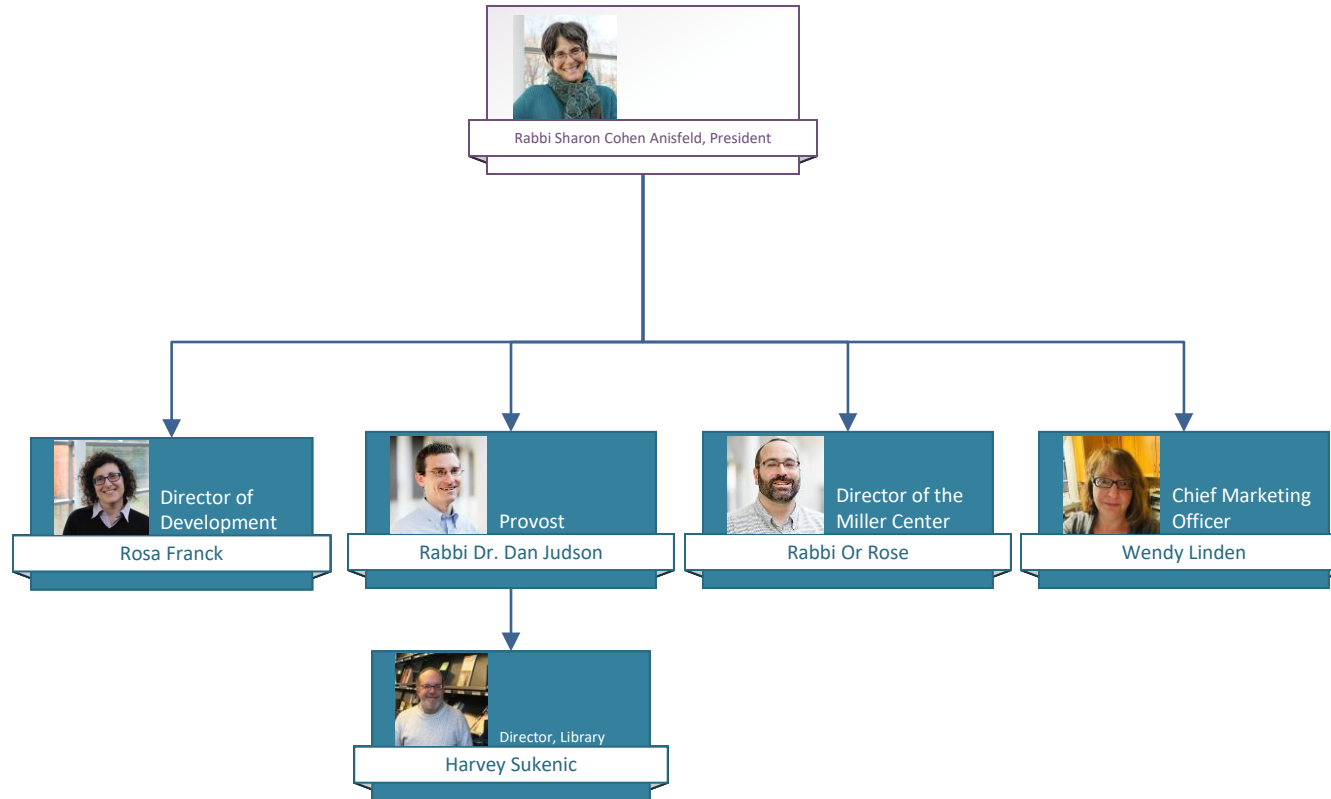
KESHER	NEWTON	-----	617-244-5390	Jewish After School Program		info@keshernewton.org
Kipnes	Lori	Ms.	781-738-6634	Interim Executive Director		lori@keshernewton.org
Kozinn	Beth	Ms.	617-947-8249	Administrator		beth@keshernewton.org
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Berman	Dan	Rabbi	-----	Rabbi (on leave '23)		rabbiberman@reyim.org
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Green	Myla	Ms.	617-275-8812	Executive Director		executivedirector@reyim.org
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Rosenbaum	Judith	Dr.	-----	Chief Executive Officer		jrosenbaum@jwa.org
KESHET		-----	617-524-9227	LGBTQ Equality		
Goldstein	Lenny	Mr.	617-524-9227	Chief Financial Officer		lenny@keshetonline.org
Klein	Idit	Ms.	617-524-9227	President & Chief Executive Officer		idit@keshetonline.org
Mamlet	Sarah		617-524-9227	Operations Manager		sarah.mamlet@keshetonline.org
JEWISH ARTS COLLABORATIVE		-----	617-531-4610	Building connections to celebrate & elevate art, culture & expression		info@jartsboston.org
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Epstein	Kerry	Ms.	-----			kerryleighepstein@gmail.com

Conrad Mandel	Laura	Mrs.	617-851-5167	Executive Director		lauram@jartsboston.org
MAYYIM HAYYIM	LIVING WATERS	-----	617-244-1836	Mikveh Immersions		info@mayyimhayyim.org
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Kazan	Molly	Ms.	617-244-1836 ext. 210	Development Manager		mollyk@mayyimhayyim.org
RUACH		-----	-----	Movement & Meditation		
Ginsberg-Schreck	Yaakov	Mr.	-----	Director		yaakov.ginsberg-schreck@hebrewcollege.edu

President and Senior Leadership Team

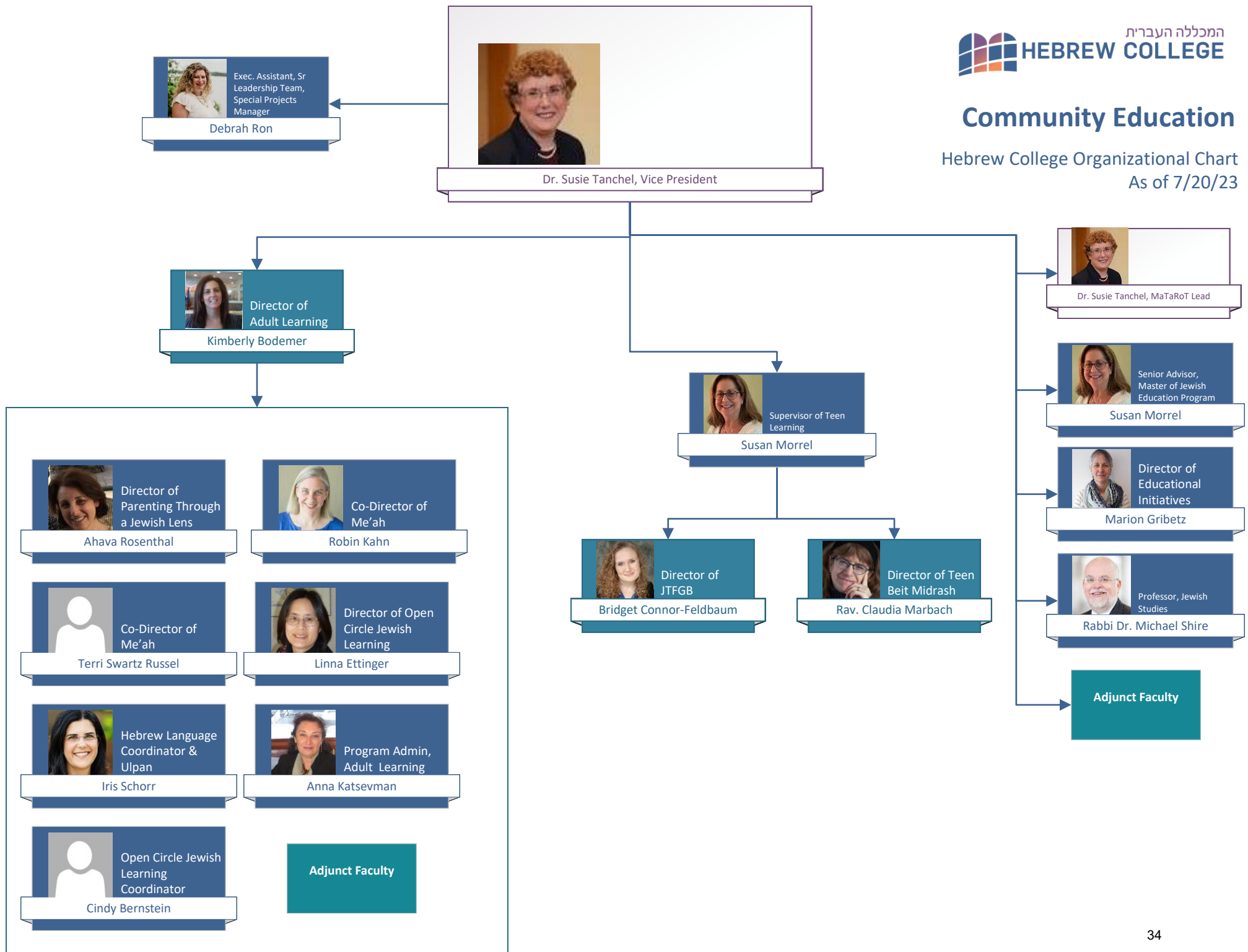


President

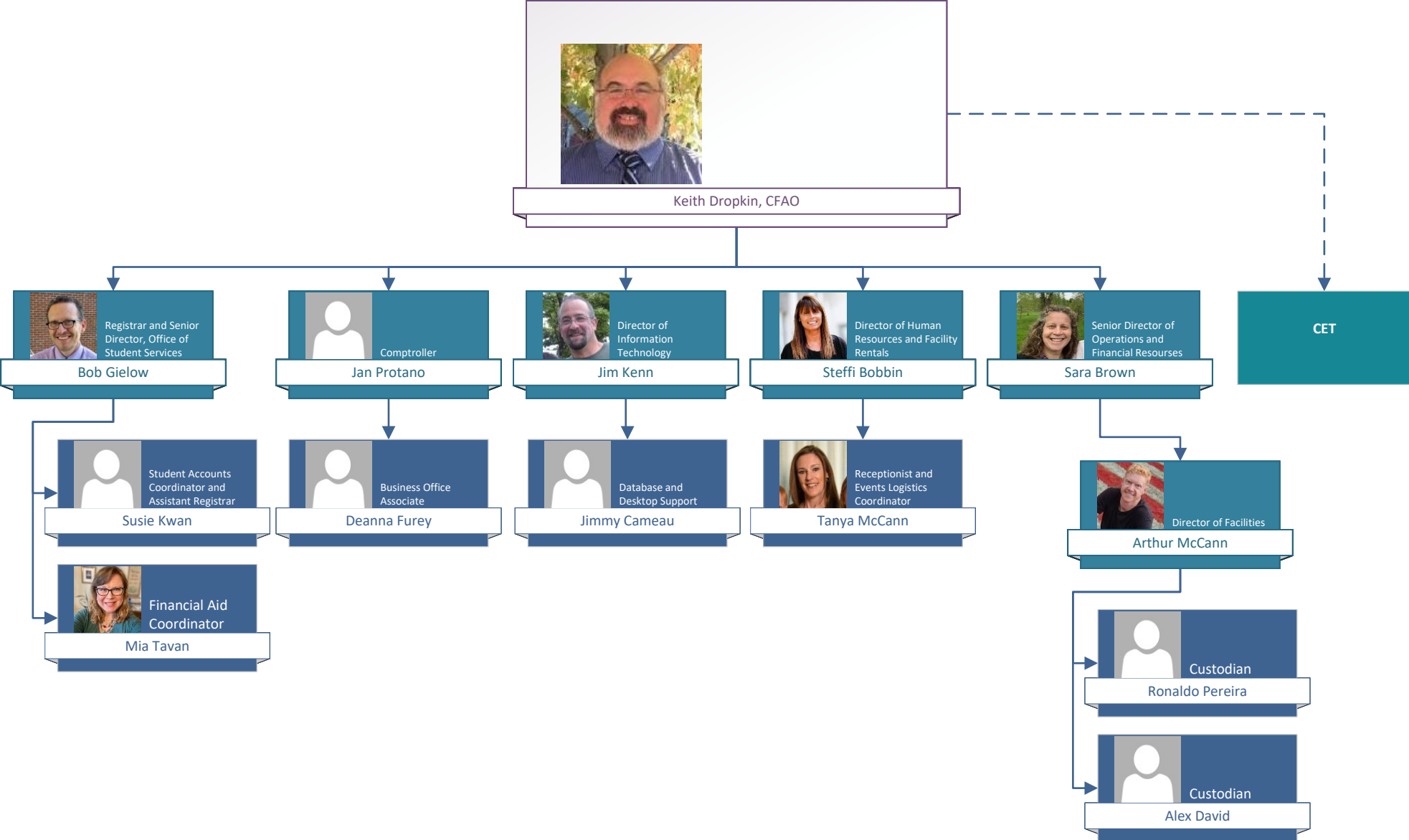


Community Education

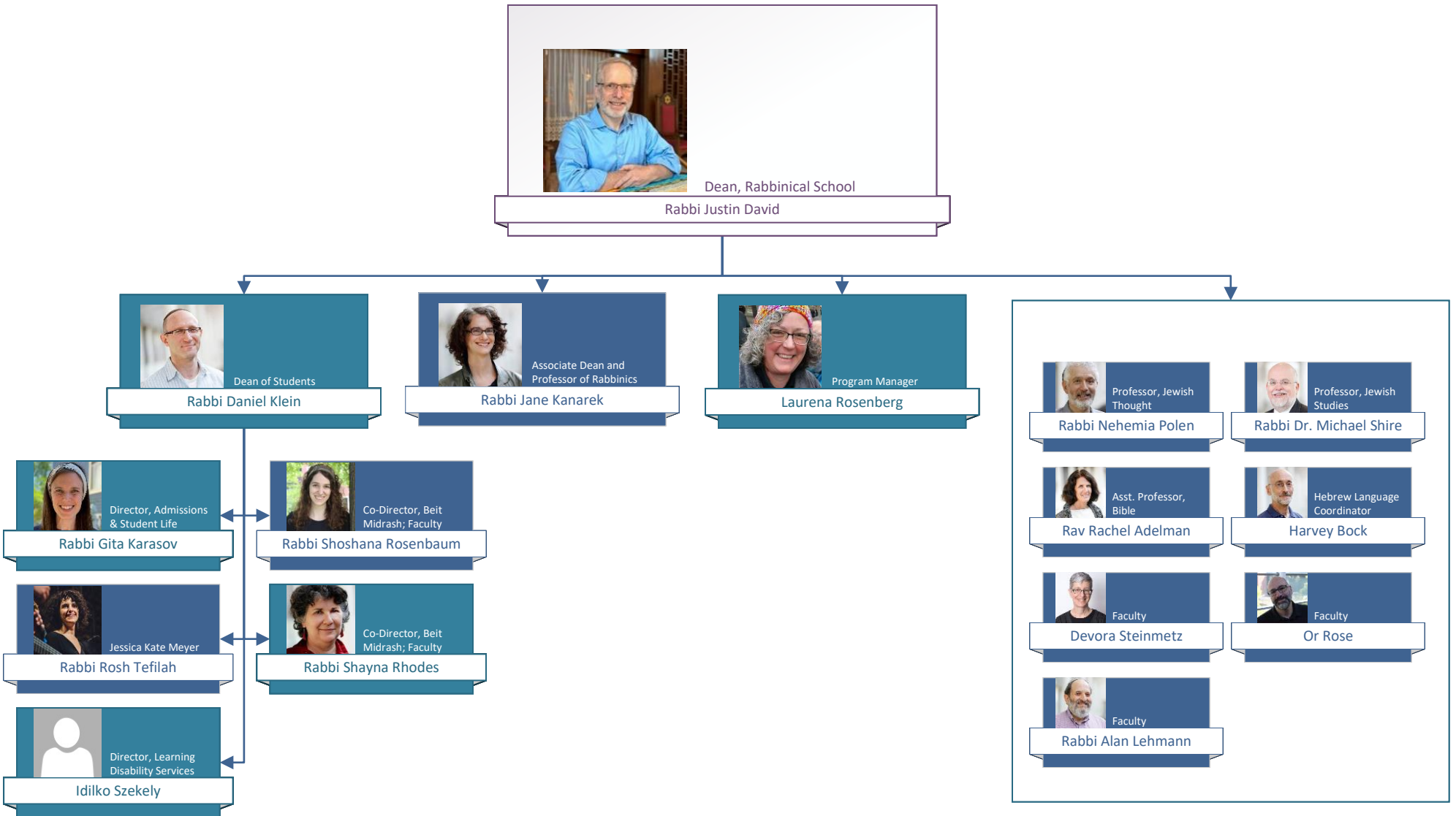
Hebrew College Organizational Chart
 As of 7/20/23



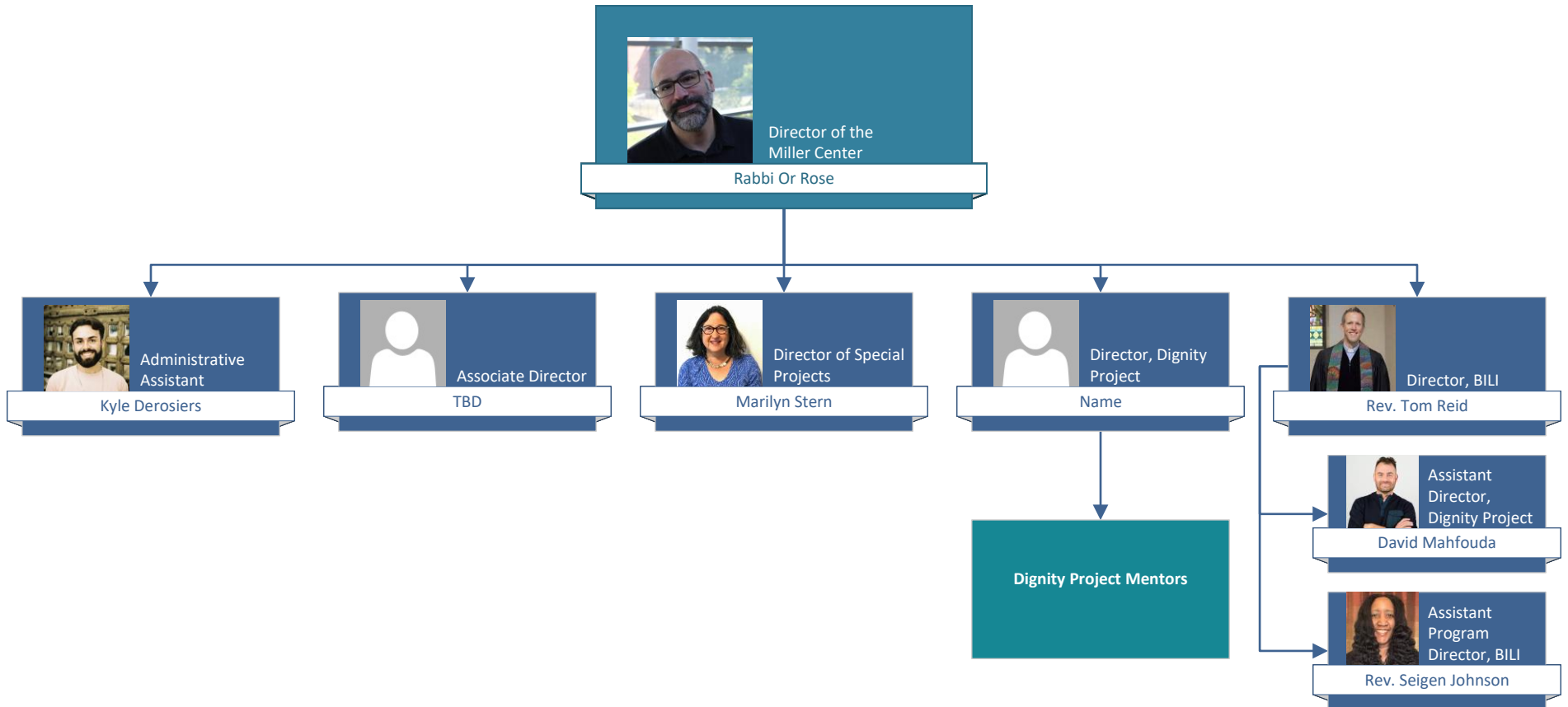
Finance & Administration



Rabbinical School

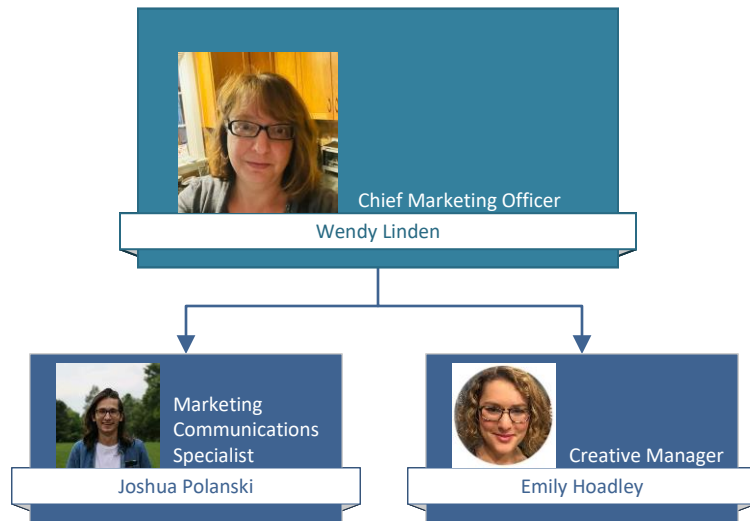


Miller Center

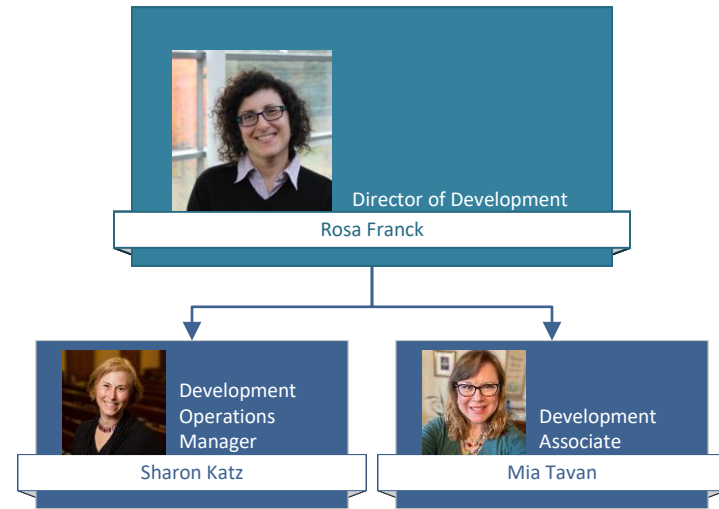


Marketing and Development

Marketing



Development



NEW ENGLAND'S JEWISH COLLABORATIVE CAMPUS

New England's Jewish Collaborative Campus branches out and builds together a vibrant center for learning and meaningful community connection. To become familiar with the founding partners of the Campus Collaborative, please press on the links below.

Founding Partners	Website
Temple Reyim	https://www.reyim.org
Jewish Arts Collaborative (JArts)	https://jartsboston.org
Kesher After-school Program	https://www.keshernewton.org
Kesher	https://www.keshernewton.org
Massachusetts Board of Rabbis	http://massrabbis.org
Jewish Women's Archives	https://jwa.org
Mayyim Hayyim Living Waters Community Mikveh and Educational Center	https://www.mayyimhayyim.org
RUACH Community Health	https://hebrewcollege.edu/ruach/
Zamir Chorale	https://zamir.org



HEBREW COLLEGE 2022 ANNUAL IMPACT REPORT

CELEBRATING OUR CENTENNIAL YEAR

REMEMBER. RENEW. REIMAGINE.





Reimagining Jewish learning and leadership for an interconnected world. Making our lives more meaningful, our communities more vibrant, and our world more whole. Hebrew College Mission Statement



LETTER FROM THE PRESIDENT

Dear friends,

Throughout our centennial year, we returned to a three-part theme, captured in three words: **Remember, Renew, Reimagine.**

Remember. To remember, both individually and collectively, is to acknowledge the debt we owe to previous generations, to those who have shaped us and made it possible for us to stand here today. To remember is to be humbled by the sweep of history that forms the unfolding context of our learning and our lives, and by the awareness that those who came before us faced challenges at least as great—and sometimes far more grave—than those before us today. To remember is to know that where we are is not where we have always been, nor is it where we will always be. In this sense, to remember is to hope.

Renew. To renew is to be alive. In *Masechet Eruvin* of the Babylonian Talmud we learn: “*Eyn Beit Midrash b’lo hiddush.*” There is no house of study without renewal, without the insights and ideas that emerge from the dialogue between the voices on the pages of our ancient texts and the living, breathing voices around the tables of the Beit Midrash. For each of us individually, and for all of us together, it is our continued capacity for renewal that enlivens us, that replenishes the wells of love and grief, wisdom and wonder, patience and strength from which we draw.

Reimagine. For the College, this has been a period of profound reimagining. As we move to our new home in Newton, we are inspired by the vision of collaboration that our innovative shared campus represents, and we are excited to create a vibrant communal hub that opens so many doors to Jewish life. Art, music, justice, movement, study, spiritual practice, prayer and more—each is an entryway, an opening to deeper learning, growth, and connection. Building community, building anything that matters, requires the capacity to make room for others—for different experiences, different voices and perspectives, different roles, and different gifts. It reminds us that we are each only part of a larger life-giving whole.

This year’s Annual Impact Report is a tribute to the accomplishments of our Centennial Year, a celebration of one hundred years of memory and hope, and an expression of our faith in and commitment to a vibrant Jewish future.

From the bottom of my heart, thank you for your partnership and shared vision. While this Annual Impact Report takes a look back at the year that has past, I hope it will also help us turn toward the world ahead, as we continue to remember, renew, and reimagine together.

With deep gratitude,

RABBI SHARON COHEN ANISFELD
President, Hebrew College

Highlights of the Year



COMMENCEMENT 2022/5782

Building a world of dignity and compassion for all, the rabbis, cantors, and Jewish educators in Hebrew College's graduating Class of 2022/5782 exemplify reimagined Jewish leadership striving for an interconnected and pluralistic world. Commencement and Ordination took place in person (and was livestreamed) on Sunday, May 29, 2022, at Temple Reyim in Newton, MA, the site of our new shared campus.

Commencement speaker Rabbi Tamar Elad-Appelbaum, co-founder of the Shalom Hartman Institute's Beit Midrash for Israeli Rabbis, told the graduates: "Life is full of pits. But the most important thing is that you know, wherever you are, there is a ladder that comes in with you and waits until you see it. Jewish leadership is that ladder. At Hebrew College, I see so many ladders of light. So many people who need them. And soon you will be leading in so many places and helping people see their own blessings. . . May you never stop building ladders of light."

In thanks to Hebrew College, the Class of 2022 raised almost \$10,000 toward a scholarship to help fund a future ordination student.

Following ordination and graduation, our newest cohort of Jewish educators, rabbis, and cantors started positions of leadership at Reform, Conservative, and pluralistic synagogues and organizations.

"The jobs that members of our graduating class are taking truly reflect the diversity of interest which makes Hebrew College such a compelling place," said Dean and Chief Academic Officer Rabbi Dan Judson. The positions include: a director of pastoral care at an elder care facility; a teen educator; the assistant rabbi for the world's largest LGBT synagogue; the new BASE Rabbi for Berkeley, CA; a text teacher at a Jewish day school, etc. "It is an immensely talented group of graduating students, and they will make a significant mark on the Jewish world in very different ways, and each of them will be bringing the combination of textual knowledge and community building skills which are core to the Hebrew College program."

VOCALPALOOZA

Surrounded by artwork from the College's Centennial Art Exhibit, Hebrew College hosted "Vocalpalooza," a daytime concert on May 2, 2022, featuring Kol Arev, Hebrew College's Chamber Choir, performing works in Hebrew, Ladino, Italian, and Yiddish. Among the works featured were "Abi Gezint," "Erev Shel Shoshanim," "Adijo Kerida," and Cantor Jeff Klepper's "Oseh Shalom," as well as duets and solo pieces by Hebrew College cantorial students.



BERKSHIRES EVENT SUMMER 2021

For the first time, Hebrew College partnered with the Jewish Federation of the Berkshires to offer a brunch and conversation in the Berkshires on August 8, 2021. The event, graciously hosted by Steve and Carol Targum, included a teaching by Hebrew College President Rabbi Sharon Cohen Anisfeld entitled, "On Joy and Suffering: Learning to Laugh and Cry with the Same Eyes" and a performance by Boston Symphony Orchestra violinist Sheila Fiekowsky.

HEBREW COLLEGE TEEN LEARNING

Under Rabba Claudia Marbach's leadership, **Hebrew College Teen Beit Midrash** grew and flourished in 2022, offering an in-person option in Newton, MA for local teens and a new virtual option that attracted teens from across the country. The program allows 8th to 12th graders a deep dive into Jewish texts and contemporary issues, and provides a dedicated, inclusive, fun community through weekly Talmud study.

Hebrew College's Jewish Teen Foundation of Greater Boston (JTFGB) program, which teaches teens philanthropy skills—including serving on student boards to raise funds for nonprofits of their choosing—held their annual grant ceremony on June 1, 2022. The students awarded more than \$50,000 to eight organizations that work in the areas of youth homelessness, foster care, youth mental health, and access to medical treatment.

Hebrew College Prozdor Teen Learning Circles (PTOC), offered teens five-to-nine-week classes on topics ranging from history to *halacha*, arts to Israel, and social justice to *Tanakh*. Teens could choose to take courses on Sunday mornings at Hebrew College or with a cohort of friends from synagogue, youth group, camp, or day school at a time, day, and location that worked best for them.

On December 2, 2021, Hebrew College Teen Learning also hosted a **Virtual Prozdor Alumni Reunion** in honor of beloved teacher Norman Finkelstein Proz '57 for his 38 years of teaching (1982-2021). The reunion included a blessing from Prozdor alumna and former director Margie Berkowitz, a lecture from guest teacher and alumnus Dr. Jonathan Golden, and time to *schmooze* with former classmates. The event also marked the launch of the Norman Finkelstein Fund for Teen Learning at Hebrew College.

The Miller Center's Dignity Project Fellows—who include 21 teens and four mentors from Sikh, Hindu, Buddhist, Christian, Muslim, Agnostic, Jewish, and secular communities—met bi-monthly and explored various leadership values, including hospitality, humility, authenticity, and interconnection. They also learned and practiced leadership skills such as engaging in difficult conversations, knowing one's identities and biases, story sharing, using your public voice for positive change, and how to be a guest and host when crossing thresholds.

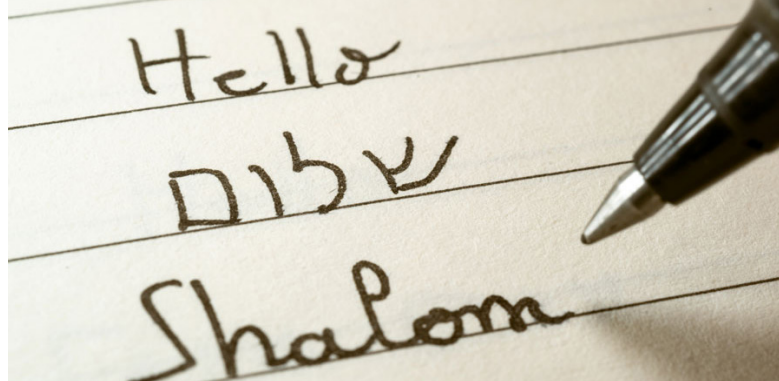


B'YACHAD – TOGETHER! A CONCERT CELEBRATING CANTOR LOUISE TREITMAN

On April 5, 2022, Hebrew College honored faculty member Cantor Louise Treitman (right) for her 30+ years of teaching and leadership with a special concert entitled, "*Shirah B'Yachad: Singing Together.*"

Cantor Treitman helped create the Jewish Music Institute at Hebrew College in the 1980s, which subsequently became the School of Jewish Music (SJM), now the Hebrew College Cantorial Program. She has continued her connection with Hebrew College since then in various capacities and currently serves as a part-time faculty member in the rabbinic and graduate Jewish education programs and as a teacher, advisor, and cantorial coach in the cantorial program.

At the concert, 70 singers, many of whom were members of Hebrew College's chamber choir Kol Arev and the Zamir Chorale of Boston, joined a *klezmer* band and instrumental soloists to play music that has inspired Cantor Treitman over her tenure at Hebrew College. The concert was among the many events marking Hebrew College's Centennial.



HEBREW COLLEGE ADULT LEARNING THRIVES

Thanks to continued support from CJP, Hebrew College's Adult Learning programs—**Me'ah Classic & Select**, **Open Circle Jewish Learning**, and **Hebrew Language Ulpan**—continued to grow and thrive in FY22 with expanded in-person and online offerings. We welcomed students from throughout the United States and around the world via Zoom and in person to learn and build community together. Overall, more than **2,500 adult learners** took courses during the academic year.

Thanks to a gift from Carol and Irving Smokler, Hebrew College Adult Learning welcomed partner IYUN to create a cohort-based Jewish learning experience for adults, modeled on the success of Hillel's Jewish Learning Fellowship (JLF). Merging the goals of Hebrew College's Adult Learning Department and Rabbinical School with IYUN's curriculum development and engagement expertise, the initial cohort of selected Hebrew College-IYUN Teaching Fellows—who included Hebrew College rabbinical students and alumni—embraced this unique opportunity to build Jewish community, love of Torah study, and exploration of existential questions through the lens of Torah.

HEBREW COLLEGE ADULT LEARNING COURSES

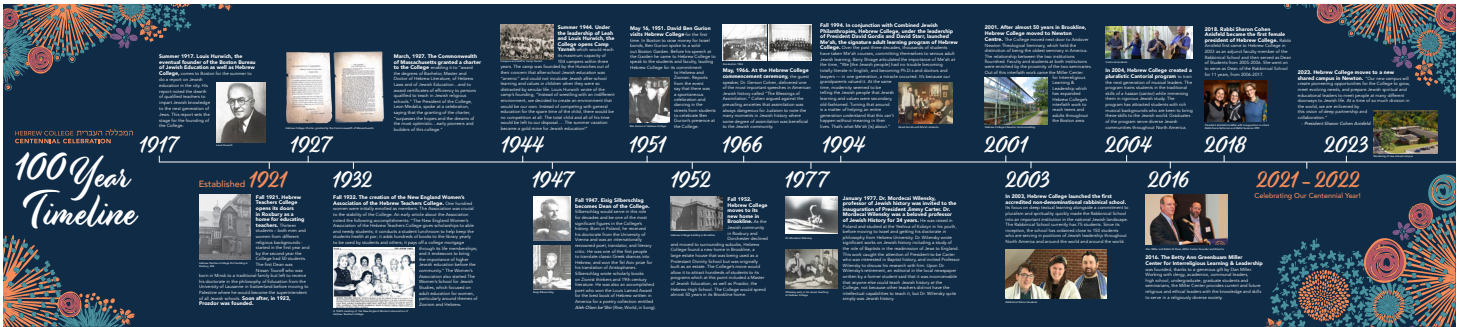
Last year, Hebrew College's Adult Learning programs offered a wide range of courses, with topics ranging from arts & culture, texts & traditions, social action, to Hebrew language, spirituality and more. Here is a sampling:

- **Hebrew language Ulpan (online)**
- **Me'ah Classic (two-year, 100-hour journey)**
- **Me'ah Select**
 - Abraham Joshua Heschel: Spirituality & Social Justice
 - Connections and Disconnections: The Biblical World and our Lives
 - The Diverse Cultures of Contemporary Israel:
 - Exploring A Multiplicity of Identities Through Story And Film
 - Fat Torah Beit Midrash: Diving Deeper
 - The Modern Struggle With Jewish Textual Tradition
- **Open Circle Jewish Learning**
 - Exploring Talmud Through the Daily Daf Yomi
 - From Ruth to RBG: Jewish Women and Justice
 - Kabbalah of Family
 - Kol Yisrael: Exploring the Narratives of Israel's Ethnic Minorities
 - Parenting Through a Jewish Lens Through Mussar



Remember

As Hebrew College reflects on a century of Jewish education, we remember. We remember our struggles and our accomplishments, we remember our institutional history and development, we remember and give back across generations, and we remember our roots in Torah. These reflections on the past 100 years inform and help articulate the College's aspirations for the next 100 years.



CELEBRATING A CENTURY

On June 2, Hebrew College hosted more than 300 in-person and virtual guests from around the country at our centennial spring event: “Remember. Renew. Reimagine.” The celebration, chaired by Rabbi Suzanne Offit '09, included joyful music led by Hebrew College rabbinical and cantorial students and alumni, remarks and blessings by President Rabbi Sharon Cohen Anisfeld for our honorees, and panel discussions on the College's history and educating for the future with faculty and alumni. Our honorees included Mark Atkins & Miho Sato, Jack Eiferman, Deborah Feinstein, and Myra Musicant & Howard Cohen.

Before the event began, Hebrew College alumni had the opportunity to join a special virtual reunion to connect with classmates, share a virtual toast, and watch the spring event together on Zoom.

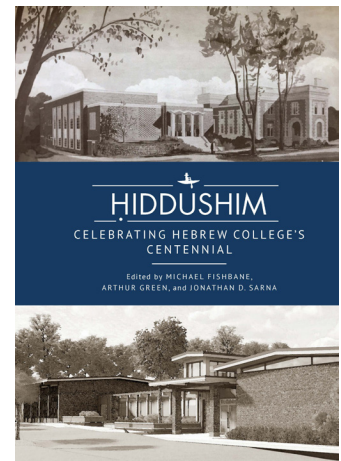
We are grateful to everyone who contributed to the photos, stories, and trivia that we shared at the event and throughout the College's centennial year via our website, social media, *Koleinu* (the College's weekly newsletter), and our Centennial Speaking Torah podcast season.

HIDDUSHIM: HEBREW COLLEGE'S CENTENNIAL VOLUME

A centennial, writes Hebrew College President Rabbi Sharon Cohen Anisfeld, “is an invitation to reflect on the last century of teaching and learning at Hebrew College, to ask ourselves what has changed and what has endured, to explore accomplishments and share ongoing struggles, to articulate our aspirations for the next one hundred years.”

In June 2022, Hebrew College did just that with the publication of *Hiddushim: Celebrating Hebrew College's Centennial*. The centennial volume—edited by Dr. Michael Fishbane, Rabbi Art Green, and Dr. Jonathan Sarna—is a compilation of essays on Jewish studies alongside powerful personal memoirs from the College's earliest years until today.

“It is with a great sense of honor and delight that we present to you this collection of essays by alumni, faculty, and Israeli friends of Hebrew College. The centenary of this venerable institution, a mainstay of the greater Boston Jewish community that has also achieved a national and international reputation, is indeed an occasion for celebration. . . We hope you learn from these essays and enjoy reading them. May they stimulate the ongoing growth of your own Jewish education, a process that continues throughout life and across the generations. May Hebrew College celebrate many more milestones in the years ahead!” write the editors in the book's introduction.



CENTENNIAL ART EXHIBIT JEWISH LEARNING THROUGH AN ARTISTIC LENS

The celebration of Jewish learning, a long-standing mission of Hebrew College, found an artistic means of expression at the College's centennial art exhibit titled "Remember. Renew. Reimagine," curated by Deborah Feinstein, chair of Hebrew College's Arts Initiative. In keeping with the College's Torah-centric curriculum, Feinstein interspersed artwork from the College's permanent collection with contemporary artists (including adult learning students and faculty) who responded to her invitation to contribute to the exhibit, creating what she called a "memory corner that encompasses the themes of 'Remember. Renew. Reimagine.'"

"What this centennial exhibit does so well is to look across time and put diverse artists into dialogue with one another. Contemporary voices and works from the collection interweave because Hebrew College is so powerfully engaging with creativity and culture," said artist Joshua Meyer, a member of the Hebrew College Arts Committee, whose work was featured in the show. "The Arts Initiative is encouraging us to build not only a visual language, but a community that wrestles with tradition, building a multivocal, visual conversation. We artists remember, renew, and reimagine—discussing Torah across generations."



Caron Tabb, *Justice Vessels: Tzedakah Box For Ruth* (2021), Etched glass, scorched olive wood from Israel 22 x 11 x 6 inches.

PAYING IT FORWARD: HEBREW COLLEGE'S LIVING LEGACY SOCIETY

In fall 2021, Hebrew College launched the Living Legacy Society, recognizing members who have made provisions for Hebrew College in their estate plans. The members of the society invest in the vitality of Jewish communities throughout Greater Boston, across the United States, and around the world with their generous provisions to the College.

"I have great gratitude to Hebrew College. I know that we are part of the fabric of America. Hebrew College formed me as a Jew, human being and a woman. It taught me that if you live, you live your life with purpose," said founding member Marcia Lewin, who attended Hebrew College Prozdor in high school.

Lewin joins other founding members Ellen Kaner Bresnick and William Bresnick, The Cohen Family, Martha Cohen, Deborah and Ron Feinstein, Susan Fish, Judge Rand Hoch, Alice and Rabbi Van Lanckton, Cantor Harold Lew, Daniel Miller (pictured right, center with his sons), Lyle Ryter, and Marsha Slotnick.

"Hebrew College made my life very complete and interesting: career-wise, personally, emotionally, spiritually. I knew I wanted to be part of their Living Legacy Society to ensure the institution's future," said Ellen Kaner Bresnick.



At its core, Hebrew College strives to renew Jewish life in the present and to cultivate the next generation of leaders necessary to realize this renewal. From the vibrant spirituality, arts, culture, and creativity in the Beit Midrash to issues of Jewish identity and particularism in the Centennial Lecture Series, the 2021-2022 Hebrew College community created indelible marks on the Greater Boston Jewish community and the Jewish community more broadly.

A SACRED RELATIONSHIP BETWEEN MUSIC & TEXT: HEBREW COLLEGE'S RABBINICAL & CANTORIAL PROGRAMS

In a time marked by online meetings and social disconnection, the students at Hebrew College established more connections, not fewer. During the 2021-2022 academic year, Hebrew College cantorial and rabbinical students were integrated in the classroom more than ever before; studying and davening together; and preparing to become vibrant and inclusive spiritual leaders and teachers through the program's two tracks.

"One of the great enhancements we've made is that core text study is now an integrated part of the cantorial program. Like our rabbinical students, cantorial students now study core texts throughout their five years in *chavruta* in our *beit midrash*," said Cantor Lynn Torgove '11, '12, director of Hebrew College's Cantorial Program. "Cantorial classes are also open to rabbinical students, and rabbinical and cantorial students already sing together in Kol Arev, the Hebrew College chamber choir. It's a great joining of two wonderful programs, and it is really unique to Hebrew College."

"This new Hebrew College structure encourages rabbis and cantors to be in real dialogue with each other from the earliest part of their careers," added Rabbi Dan Judson, Rabbinical School Dean and Chief Academic

Officer. "For cantorial students, the increased time spent learning Jewish texts will deepen their Jewish knowledge and make them more effective teachers. Rabbinical students will benefit from an increased emphasis on Jewish music."



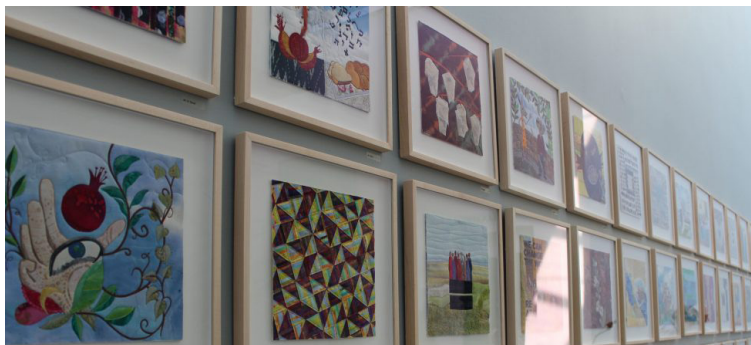
CENTENNIAL LECTURE SERIES: "THE OLD MADE NEW AND THE NEW MADE HOLY"

In a moment when issues of Jewish identity and particularism grow ever more complex, eight leading Jewish thinkers reflected on the challenge of renewing Judaism for today in Hebrew College's special online Centennial lecture series "The Old Made New and the New Made Holy: Leading Scholars & Thinkers Reflect on a Century of Jewish Experience and Explore the Challenges That Lie Ahead."

Teachers included these faculty members and friends of Hebrew College from across North America and Israel: Rabbi Arthur Green (Hebrew College); Rabbi Jennie Rosenn (Dayenu); Rabbi David Ellenson (HUC-JIR); Rabbi Cantor Angela Buchdahl (Central Synagogue, NY); Rabbi Sharon Cohen Anisfeld (Hebrew College); Rabbi Shai Held (Hadar); Rabbi Benay Lappe (SVARA: A Traditionally Radical Yeshiva); and Jonathan Sarna, PhD (Brandeis University). Each spoke through the prism of their own life's work, exploring the ways in which Judaism has responded and continues to respond to communal and existential challenges.



“SEEING TORAH” THROUGH AN ARTISTIC LENS



“I created a body of work that illustrated and deepened my understanding of Torah as well as its relevance to our 21st century lives,” said Rabinoff-Goldman. “Hopefully, by sharing it with more people, others will benefit from a different way of entering the text. We are called a ‘people of the book’ and there are many explorations of Torah by many experts in many books that fill many libraries.”

Along with the exhibit, Hebrew College hosted rabbinical alumni-led talks about the Torah portion of the week as it pertained to the exhibit. Alumni teachers included Rabbi Jessica Lowenthal `19, Rabbi Allison Poirier `19, Rav Hazzan Aliza Berger `17, Rabbi Jamie Kotler `16, and Rabbi Eliana Jacobowitz `10.

“It is through deep literacy that we give rise to rich intellectual, spiritual and cultural creativity, [and] it is through Jewish education that we give birth to a vibrant Jewish future,” said Hebrew College President Rabbi Sharon Cohen Anisfeld. “What better expression of those values than an art exhibit born of deep and sustained study of the yearly Torah cycle—that is itself a work of visual *midrash*? Undertaken—incidentally—by someone who had supposedly ‘retired’—but has shown us all what it means to cultivate a lifelong capacity for learning, creativity, and renewal.”

Hebrew College’s “Seeing Torah: A Visual Midrash” fall 2021 art exhibit—generously sponsored by the Founding Chair of the Hebrew College Arts Initiative Deborah Feinstein and committee member and Trustee Susan Schechter—featured a visual diary documenting artist Anita Rabinoff-Goldman’s study and artistic response to each of the 54 portions of the Torah over the cycle of a single Jewish year. Each piece was a visual *midrash* in the tradition of Jewish creative commentary: imaginative re-envisionings as seen through a woman’s lens illuminating the spiritual, political, and feminist lessons living in the Torah.

HEBREW COLLEGE RECEIVES COVENANT GRANT TO FOSTER SPIRITUAL FORMATION

Rabbinical school is a time for deep text study, intellectual engagement, leadership training, and the development of professional skills. But it must also be a period for dedicated personal, spiritual learning, and growth. At Hebrew College, the spiritual formation of ordination students is a cornerstone of their educational experience. And, thanks to a 2021 Ignition Grant from The Covenant Foundation, this focus on the cultivation of the spiritual lives of future rabbis will grow even stronger.

The \$19,750 one-year grant, entitled “Spiritual Formation in Rabbinic Education,” funded a new series of professional development workshops, enhanced student and faculty retreats, and enabled the creation of an introductory course to support students’ inner growth “to help them make Jewish life not just an intellectual endeavor but a practice of the heart.”

“Hebrew College places a distinctive emphasis on spiritual formation as part of our approach to rabbinic education, said President Rabbi Sharon Cohen Anisfeld. “Our faculty share a conviction that rabbis must develop the capacity to draw on a deep well of compassion, wisdom, and courage in order to sustain others in times of need. These inner resources can only be cultivated through sustained practice, honest reflection, and learning with skilled mentors and peers.”

Hebrew College’s grant was part of \$1.7 million given out by the Covenant Foundation last year to support the newest and most exciting ideas in Jewish education.

“While spiritual development has been part of our rabbinical program since its inception, this Ignition Grant allowed us to develop this important facet of our program more explicitly and deeply. We are so grateful to the Covenant Foundation,” said Hebrew College Vice President Dr. Susie Tanchel.



Reimagine

Over the course of the 2021-22 academic year, the College reimaged its future and the future of Jewish life/leadership for each generation. Highlights of this reimagining include the College's debt-eliminating move to its new shared campus in Newton, the foundation and growth of MaTaRoT, the launch of the Jewish Artist Beit Midrash, creative partnerships in a time of crisis, the national expansion of a Miller Center fellowship, and a new learning series for the first time for parents of Jewish day school students at The Rashi School in Dedham, MA.



BRANCHING OUT. BUILDING TOGETHER. BREAKING GROUND.

Four years ago, Hebrew College made the decision to sell the College's Newton Centre campus to eliminate debt, reduce operating costs, rededicate resources to people and programs, and seek new opportunities for strategic partnership and collaboration.

With the success of our Capital Campaign "Branching Out. Building Together,"—led by our dedicated campaign chairs Beverly Bavly, Nancy Kaplan Belsky, Andy Offit, Susan Schechter, Myra Snyder, and Diane Troderman—we raised the \$13.3 million to make our vision for a vibrant new hub for Jewish community, learning, and innovation a reality. We are deeply grateful to all our donors. We could not have reached this milestone without a generous \$1 million challenge grant from the Jack, Joseph and Morton Mandel Foundation, whose gift helped secure our future home.



We broke ground on December 5, 2021, the last night of Hanukkah, officially kindling our unique partnerships with Boston-based and national organizations. The groundbreaking event culminated in the lighting of a full *hanukiah* with our shared campus partners.

The College moved to its new home in January 2023.

LAUNCHING A JEWISH ARTIST BEIT MIDRASH

In 2021, Hebrew College partnered with Jewish Arts Collaborative (JArts) and Combined Jewish Philanthropies of Boston (CJP) to create the Artist Beit Midrash ("creative study space"), a new Jewish learning salon that attracted 28 Boston-area Jewish artists to study Jewish texts, share their creative processes, and build community.

The Artist Beit Midrash emerged from conversations between Laura Mandel, JArts executive director, one of Hebrew College's new shared campus partners, and Hebrew College President Rabbi Sharon Cohen Anisfeld. "Hebrew College was a natural partner since they have a community of artists," said Mandel. "And alumna Rabbi Shoshana Friedman '14 was a natural to anchor the monthly *beit midrash* with a 90-minute text study, focused on exploring creativity in Genesis through various *midrashim*."

Friedman delights in celebrating the creative process. "We're finding the divinity and sanctity in the creative process and allowing classical Jewish texts to give us the language and concepts for that search."



MATAROT: RESPONDING TO THE NEEDS OF JEWISH EDUCATORS TODAY

Hebrew College launched MaTaRoT: Center for Jewish Professional Learning & Leadership in 2021 to great success. MaTaRoT, meaning “goals,” describes the work the Center does together with educators around the country: **M**entoring, **T**eaching, and **R**eaching **T**ogether. Almost 300 teachers and educators participated in MaTaRoT offerings, from communities of practice, project-based learning, and workshops to short courses and private coaching.

The Center’s reimagined menu of professional development offerings is guided by a belief that supporting teachers and educational leaders in congregational schools serves to deepen and broaden the experiences of the professionals, and thus the students and the families in their programs.

“The MaTaRoT professional development opportunities lie at the center of Jewish life and learning,” said Susan Morrel, one of MaTaRoT’s organizers. “In reimagining Jewish learning and leadership for an interconnected world, MaTaRoT opens the doors of possibility to strengthen, support, and re-envision the future of Jewish education.”



“During the pandemic, like many other industries, we, the Jewish educational ecosystem, adapted,” said Director of Hebrew College Educational Initiatives Marion Gribetz. “Education directors and schools upped their game in so many significant ways. Hebrew College has concurrently upped our game to support them in a deeper and more robust way, and to respond to the challenging times that we’re all living through.”

“With much gratitude to Combined Jewish Philanthropies (CJP) for their meaningful support, we are able to reach many educators across our area and thereby are improving the educational experience of Jewish students in supplementary schools in the greater Boston area,” added Hebrew College Vice President Dr. Susie Tanchel.

MILLER CENTER REIMAGINES INTERRELIGIOUS LEADERSHIP & DIALOGUE

Participants in the Hebrew College Miller Center for Interreligious Learning & Leadership’s various fellowships spent the year honing leadership and interreligious dialogue skills.

The Center’s BILI Fellowship expanded to include Charlotte, North Carolina—initiating a name change from the Boston Interfaith Leadership Initiative to the Building Interfaith Leadership Initiative. The next cohort will be national, including higher education institutions across the country.

The Center’s Boston Bridges cohort included a diverse and talented group of emerging religious and cultural leaders who developed a set of tools and resources and an extended network of peers and mentors dedicated to the betterment of their shared city.

The Center also launched a national writing fellowship called The COVID Chronicles in partnership with Massachusetts Community Engagement Alliance (CEAL), Bridge-Builders Charlotte, and We Got Us with funding and logistical support from Interfaith Youth Core (now Interfaith America). The fellowship consisted of 10 youth and young adults (ages 14-21) who are passionate about sharing the impact of COVID-19 in their communities.

The Dignity Project fellows explored leadership skills using their public voices for positive change, self-care, and resilience.



Looking Forward



Capital Campaign Co-Chairs with President Rabbi Sharon Cohen Anisfeld are pictured above from left to right, Myra Snyder, Nancy Kaplan Belsky, President Anisfeld, Diane Troderman, Susan Schechter, Beverly Bavly.



Temple Reyim Co-President Leslie Crane (center) with Signage Committee members Lily Rabinoff-Goldman and President Anisfeld.

OUR NEW HOME ON A SHARED CAMPUS

Thanks to the ongoing generous support for our Capital Campaign, “Branching Out, Building Together,” we raised \$13.3 million to renovate and build our new shared campus building at 1860 Washington Street in Newton. After moving to our new home in January 2023, Hebrew College joins with **Temple Reyim, Jewish Arts Collaborative, Keshet, Jewish Women's Archive, Keshet Newton, the Massachusetts Board of Rabbis, Mayyim Hayyim Living Waters Community Mikveh and Education Center, and Zamir Chorale** to create an interdisciplinary hub of Jewish learning, spirituality, and innovation. We are enlivened by this vision of deep connection and collaboration, enabling us to better serve the Jewish people and the world by branching out and building together.

THE VISION



HAS COME TO LIFE



MUSICANT COHEN CENTER FOR THE PERFORMING ARTS AT ORDIS HALL



LOBBY



COURTYARD



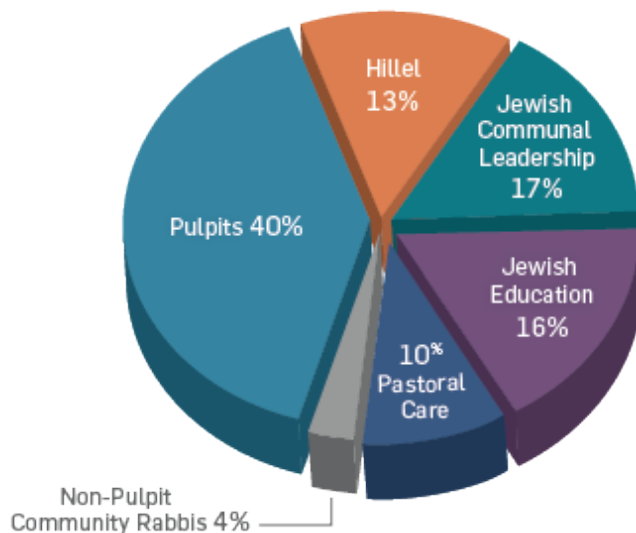
MASCOTT BEIT MIDRASH

Did You Know?

DID YOU KNOW . . .

- **Hebrew College students and alumni** serve congregations all over the country and world.
- **Jewish life on campuses has been invigorated by the leadership of a Hebrew College rabbi or rabbinic intern**—including, Boston University; Brandeis University; Brown University; Bryant University; Bucknell University; Emory University; Georgetown University; Harvard University; Macalester College; Northeastern University; Trinity College; Tufts University; University of Massachusetts Amherst; University of Maryland; University of Michigan; University of Pennsylvania; Vassar College; and Williams College.
- **Hebrew College rabbis serve as chaplains** in health care settings and senior housing facilities.
- **Every Greater Boston Jewish day school** draws on the talent of Hebrew College rabbis and educators.
- **Current rabbinic and cantorial students serve in a wide variety of internships**, sharing their teaching, prayer leadership, pastoral care, community-building skills, passion for social justice, and entrepreneurial spirit.

HOW OUR ALUMNI SERVE

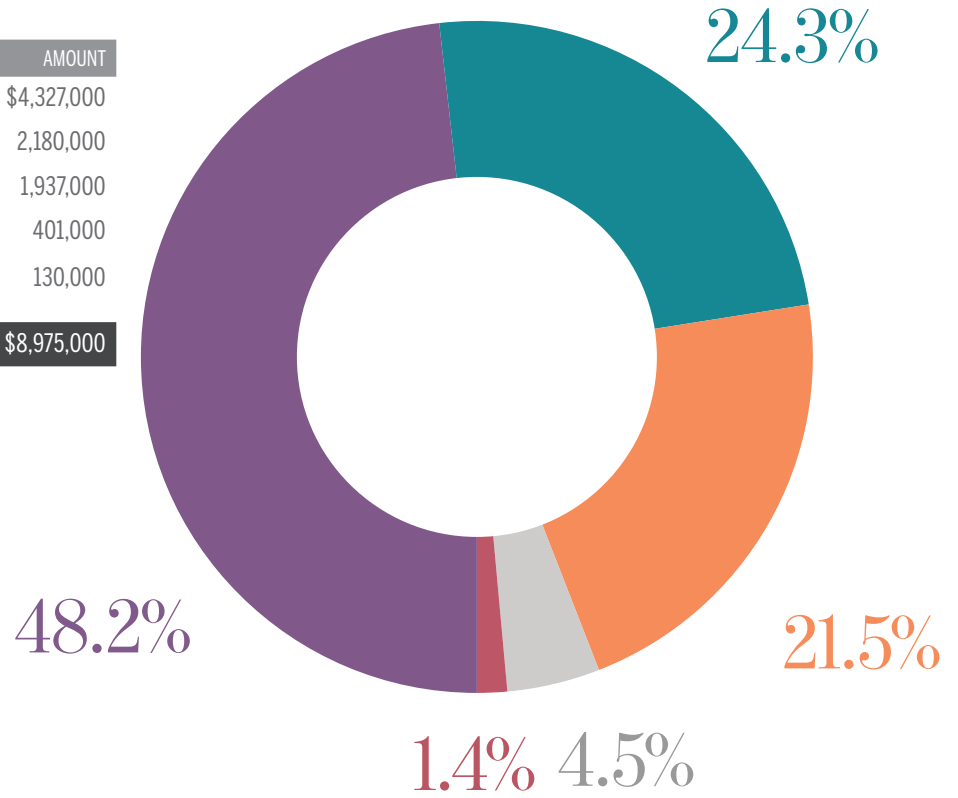


ACROSS THE COUNTRY AND AROUND THE WORLD . . .

- **Organizations and communities being served by our alumni are growing and thriving** in Alabama, California, Colorado, Connecticut, Florida, Georgia, Illinois, Indiana, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, New Jersey, New Mexico, New York, North Carolina, Ohio, Oregon, Pennsylvania, Rhode Island, Texas, Vermont, Virginia, Washington, and Washington D.C.
- **Global communities** in Australia, Brazil, Canada, Chile, England, and Israel are being invigorated by our alumni and by their vision of vibrant, pluralistic Jewish life infused with Torah, spirituality, and creativity.
- **Hebrew College students and alumni are playing leadership roles in innovative national organizations** like BASE Hillel, CLAL: National Center for Learning and Leadership, the Emergent Synagogue Network, Machon Hadar, the Shalom Hartman Institute, Hazon, Keshet, Jewish Studio Project, Lippman-Kanfer Foundation for Living Torah, Mayyim Hayyim Living Waters Community Mikveh and Education Center, the Schusterman Fellowship, Svara: A Traditionally Radical Yeshiva, T'ruah: The Rabbinic Call for Human Rights, and more.
- **Hebrew College Adult Learning programs, created in collaboration with Combined Jewish Philanthropies**, have grown a vibrant culture of Jewish learning in Greater Boston, and nurtured one of the most literate Jewish communities in North America, with 2,500 adult learners participating in our 2021-22 classes.
- **The Miller Center for Interreligious Learning & Leadership** does groundbreaking work with local teens, undergraduates, and young professionals, and is a national thought leader in the field of interreligious learning and engagement—promoting a more just, compassionate, and sustainable world through study, dialogue, and joint action.

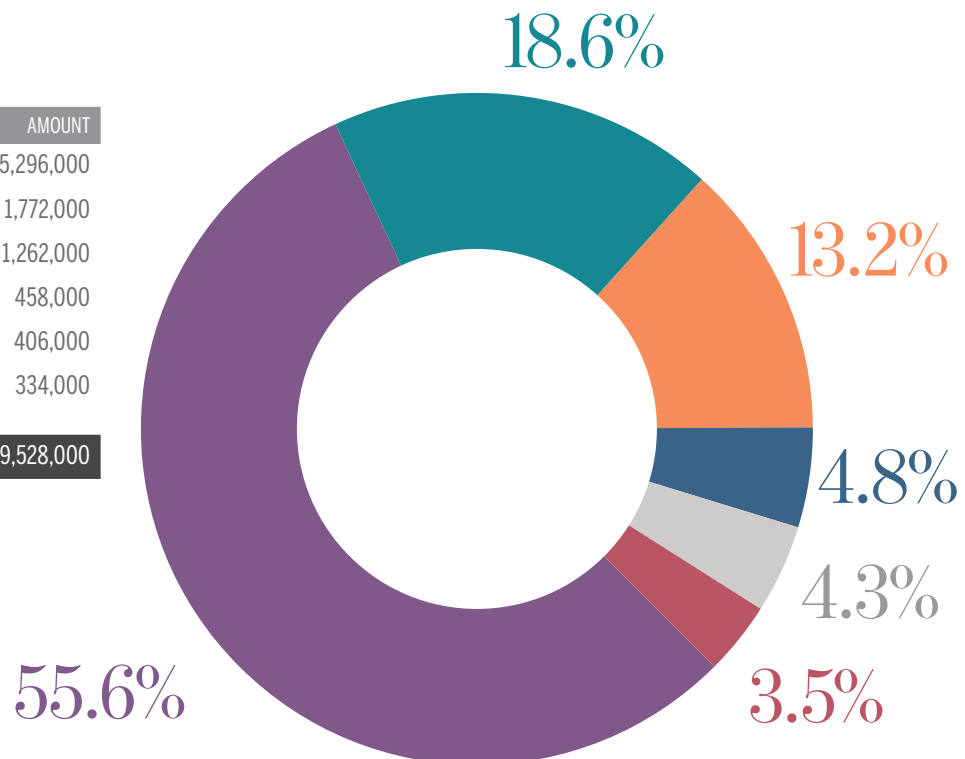
REVENUE

CATEGORY	AMOUNT
Tuition and Fees	\$4,327,000
Grant Income	2,180,000
Contributions	1,937,000
Other Income	401,000
Return on Investment	130,000
TOTAL REVENUE	\$8,975,000



EXPENSES

CATEGORY	AMOUNT
Instruction	\$5,296,000
Institutional Support	1,772,000
Student Financial Aid	1,262,000
Academic Support	458,000
Institutional Advancement	406,000
Student Services	334,000
TOTAL EXPENSES	\$9,528,000



CENTENNIAL



The **Kraft Family Foundation** made a generous gift in honor of the centennial year, fueling the College's annual fund.

JEWISH EDUCATION



The **Chleck Family Foundation** provided transformative support through the Chleck Family Scholarship Program, investing in compelling Jewish leaders for the Jewish future and advancing continued enrollment growth for the College's Rabbinical School.



The **Dorot Foundation** propelled the expansion of the College's Open Circle Jewish Learning program for Young Adults with a generous annual gift.



The **Germanacos Foundation** deepened the experience of our rabbinical students in Israel with a multi-year gift to seed and sustain our Balevav year-in-Israel program.



The **Harold Grinspoon Foundation** funded a faculty member of MaTaRoT to provide coaching to the leaders of an initiative for a merged Conservative and Reform religious school.



With a grant from **The KMD Foundation**, students created and led IYUN circles of cohort-based adult Torah study groups.



A grant from **The Lippman Kanfer Foundation** established Pedagogy in Practice: A Talmud Fellowship, which created a fellowship of Hebrew College Rabbinical School students and alumni engaged in deep Jewish Talmud learning in its original Hebrew and Aramaic, steeped in a culture of joy, empowerment, and acceptance.

HEBREW COLLEGE MISSION



The **Rita J. and Stanley H. Kaplan Family Foundation, Inc.** made transformative gifts to both our annual and capital campaigns, sustaining our operations and our future.

NEW SHARED CAMPUS



The **Beker Foundation** invested in our new collaborative campus, helping realize the dream of our new home.



The **Dorot Foundation** made a significant capital gift to support the creation of our new shared campus.



The **Jim Joseph Foundation** funded a case study about our new shared campus, seeking to enable other communities to learn from this innovative model of partnership and collaboration.



KRUPP FAMILY FOUNDATION

The **Krupp Family Foundation** provided generous support for the Hebrew College Capital Campaign, Branching Out, Building Together.



Jack, Joseph and Morton Mandel Supporting Foundation

The **Jack, Joseph and Morton Mandel Supporting Foundation** provided a pivotal \$1 million matching grant to our Capital Campaign, Branching Out. Building Together, to support our dream of a new shared campus.



COMBINED JEWISH PHILANTHROPIES OF GREATER BOSTON

Community Learning

Jewish Teen Foundation of Greater Boston
Me'ah Classic and Me'ah Select
Open Circle Jewish Learning

Parenting & Grandparenting Through a Jewish Lens

Prozdor Young Adult Social Action

Professional Development

MaTaRoT: Center for Jewish Professional Learning & Leadership

PASTORAL CARE



The **Ruderman Foundation** partnered with Hebrew College Rabbinical School, Massachusetts General Hospital, and Beit T'shuvah to establish a program to train future rabbis to be pastoral care givers to individuals struggling with addiction.

SPIRITUALITY



The Covenant Foundation

The **Covenant Foundation** provided a grant to the Rabbinical School to help foster spiritual formation among future rabbis and cantors by funding a series of professional development workshops, student and faculty retreats, and a new introductory course to induct new students into spiritual growth as part of rabbinic formation.

YOUTH INITIATIVES



Boston Medical Center's Massachusetts Community Engagement Alliance (CEAL) partnered with Hebrew College to create a multi-organization initiative called the COVID Chronicles Fellowship, a youth fellowship aimed at elevating youth voices through creative outputs on their and their communities' experiences in the face of COVID-19.



The Covenant Foundation

The **Covenant Foundation** generously provided a grant for a pilot called Prozdor Teen Open Circle within Hebrew College's Teen Learning Programs, which offered teens the opportunity to come together and develop community engaged Jewish learning in an intimate setting.

The Philip and Bernice Krupp Foundation for Jewish Life

The Philip and Bernice Krupp Foundation for Jewish Life provided a generous grant to support the Hebrew College Miller Center Dignity Project, bringing together diverse groups of interreligious teens for enriching experiences and conversations.

THANK YOU TO OUR DONORS

We deeply appreciate our donors, whose steadfast support sustains Hebrew College. Your commitment to the institution and your presence in our community are integral to our sacred work. With gratitude, we acknowledge our donors who have made a gift from July 1, 2021 to June 30, 2022.

Meyasdim/Founders \$100,000 +

Dr. Dana Blumberg and Robert Kraft
Chleck Family Foundation
Combined Jewish Philanthropies
The Germanacos Foundation
Daniel and Betty Ann z"l Miller
Rabbi Suzanne Offit and Andy Offit
Rosalyn and Richard Slifka

Bonim/Builders \$36,000-\$99,999

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			Yana Frankel

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Dorothea Buckler
Deborah Feinstein
Marjorie R. Freiman
Ronni Sachs Kotler
Susan Schechter
Polly Slavet

Thank You

Committee listings reflect the 2021-2022 academic year

Arts Committee

Deborah Feinstein, *Founding chair and member, Board of Trustees*
Dorothea Buckler
Anita Rabinoff-Goldman
Bette Ann Libby
Joshua Meyer
Susan Schechter
Carol Targum

Branching Out, Building Together: Capital Campaign for Hebrew College Committee CO-CHAIRS

Beverly Bavly
Nancy Kaplan Belsky
Andy Offit
Susan Schechter
Myra Snyder
Diane Troderman

Development Committee

Carl Chudnofsky, *Co-chair*
Myra Snyder, *Co-chair*
Deborah Feinstei
Diane Troderman
Susan Schechter

Finance Committee

Myra Musicant, *Treasurer*
Harvey Chasen
Louis Grossman
David Hoffman
Dan Miller
Myra Snyder

Governance Committee

Rabbi Van Lanckton, *Chair*
Jevin Eagle
Jack Eiferman
Myra Snyder
Sarah Sonnenfeld Noked

Investment Committee

Dan Miller, *Chair*
Myra Musicant
David Hoffman

JTFGB Advisory Council

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Ellen Segal, *Co-chair*
Louise Citron
Jeffrey Drucker
Emily Glasgow
Elizabeth Jick
Gail Merken
Susan Musinsky
Steve Ostrovitz
Julie Richmond
Elissa Rottenberg
Sharon Shapiro
Kris Wilson
Robin Wolk

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Professor Sara Lee
Dan Miller
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Rev. Nancy Taylor
Tony Zelle

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Howard Earl Cohen, *Chair*
Mark Atkins
Carl Chudnofsky
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Louis Grossman
Rabbi Van Lanckton

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Keith Dropkin, *Chief Financial and Administrative Officer*
Rabbi Dan Judson, PhD, *Dean of the Rabbinical School and Chief Academic Officer*
Dr. Susie Tanchel, *Vice President of Hebrew College*

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Rabbi Or Rose, *Director, Betty Ann Greenbaum Miller Center for Interreligious Learning & Leadership*
Rabbi Michael Shire, PhD, *Academic Director, Masters of Jewish Education*
Cantor Lynn Torgove, *Academic Director, Cantorial Ordination Program*

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CONFLICTS OF INTEREST POLICY FOR NONPROFIT ORGANIZATIONS

ARTICLE I Purpose

The purpose of the Conflicts of Interest Policy is to protect Hebrew College's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or trustee of the College. This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit charitable corporations.

ARTICLE II Definitions

1. Interested Person

Any trustee, principal officer, or member of a committee with board-delegated powers who has a direct or indirect financial interest, as defined below, is a interested person. If a person is an interested person with respect to any entity in the group of affiliated organizations of which the College is a part, he or she is an interested person with respect to all entities in the group.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment or family—

- a. an ownership or investment interest in any entity with which the College has a transaction or arrangement, or
 - b. a compensation arrangement with the College or with any entity or individual with which the College has a transaction or agreement, or
 - c. a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the College is negotiating a transaction or arrangement.
3. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.

ARTICLE III Procedures

1. Duty to Disclose

In connection with any actual or possible conflicts of interest, an interested person must disclose the existence and nature of his or her financial interest to the trustees and members of committees with board-delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest, the interested person shall leave the board or committee meeting while the financial interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures For Addressing The Conflict Of Interest

- a.** The board or committee chair shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
 - b.** After exercising due diligence, the board or committee shall determine whether the College can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
 - c.** If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the board or committee shall determine by a majority vote of the disinterested trustees whether the transaction or arrangement is in the College's best interest and for its own benefit and whether the transaction is fair and reasonable to the College and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.
- 4.** In order to fully implement the procedures contained in the Conflicts of Interest Policy, the executive committee shall review, at the initiation of the board chair, all potential and existing conflicts of interest as disclosed to him or her, and shall make recommendations to the board of trustees concerning the nature and extent of the situation presented and whether or not such situation poses a conflict of interest. Recommendations to the board may include, but not be limited to, requiring the interested person to terminate his/her financial interest in the transaction that causes the conflict, asking the interested person to resign from the board of trustees, or concluding that the conflict has no and will not have a detrimental effect on the corporation. In conducting its investigation, the executive committee may use outside advisors, legal counsel and the professional staff of the College.
- 5.** In all cases involving conflicts of interest, including cases in which an interested trustee serves on the executive committee, the interested trustee shall recuse himself/herself from discussions and votes on the transaction at issue.
 - a.** If the board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member.

ARTICLE VII
Periodic Reviews

To ensure that the College operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as an organization exempt from federal income tax, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable and are the result of arm's-length bargaining.
- b. Whether acquisitions of services result in inurement or impermissible private benefit.
- c. Whether partnership and joint venture arrangements and arrangements with other organizations conform to written policies, are properly recorded, reflect reasonable payments for goods and services, further the College's charitable purposes and do not result in inurement or impermissible private benefit.

ARTICLE VIII
Use of Outside Experts

In conducting the periodic reviews provided for in Article VII, the College may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of its responsibility for ensuring that periodic reviews are conducted.

CONFLICT OF INTEREST STATEMENT

I, the undersigned, an officer or a member of the board of directors of Hebrew College, have received a copy, read and fully understand the Conflict of Interest Policy and agree to comply fully therewith. Pursuant thereto, the following report is submitted:

- No Conflict of interest exists or has occurred.

- A Conflict of interest may exist and the following information is disclosed therewith:

- Possible or Actual Conflicts of Interest:

On an attached sheet please describe in detail the acts or interpretation that you interpret as probable or possible conflicts of interest.

Signature: _____

Name (printed): _____

Date: _____



Hebrew College Title IX Sexual Harassment Policy

I. Introduction and Policy Statement

All members of the Hebrew College (“the College”) community deserve to learn, live, and work in an environment free from harassment and discrimination, including gender and sex-based misconduct. The College seeks to foster a safe environment through ongoing education, a clear and consistently upheld Sexual Harassment policy, and fair and equitable investigation and grievance procedures.

All terms capitalized in this policy are defined in Article III.

The College expects members of our community to respect themselves and one another, contribute to the safety and security of our community, and encourage one another to act as active bystanders to prevent, lessen, and curb Sexual Harassment. It is the responsibility of all Community members to share in the work of creating a safe and healthy campus environment, one that reflects our values as a Jewish community and as an educational institution charged with the sacred task of preparing caring and ethical Jewish leaders. We commit to creating a communal culture in which all human beings are respected as reflections of the divine image—treated with the utmost dignity and with care for their personal wellbeing and their physical, emotional, and psychological boundaries. When we fall short of our communal aspirations, we will approach our mistakes in a spirit of teshuvah—full accountability, repentance, and repair.

Sexual assault, sexual harassment, dating violence, domestic violence, stalking, and all forms of discrimination relating to one’s sex or gender identity (hereinafter referred to as “Sexual Harassment”) violate the rights and dignity of those subjected to the Sexual Harassment. When any member of our community (including a student, faculty, staff, trustee, friend, vendor, or visitor) engages in sex or gender-based misconduct, that person exhibits a fundamental failure to act with integrity and to recognize and respect the intrinsic worth of another. Acts of Sexual Harassment, as defined in this policy, are contrary to the College’s educational mission and values and will not be tolerated.

Consistent with the College’s values and applicable state and federal law (including Title IX of the Education Amendments of 1972 (“Title IX”) and its implementing regulations)¹ the College

¹ This interim policy complies with current law, as of November 2022, governing institutional response to allegations of Sexual Harassment, as defined by Title IX (codified at 20 U.S.C. §§ 1681–1688), its implementing regulations (codified at 34 C.F.R. Part 106), and the Massachusetts 2021 Campus Sexual Assault Law (M.G.L. 6 §§ 168D, 168E). The U.S. Department of Education is undertaking a comprehensive review of current Title IX regulations that will likely result in changes to the College’s Title IX policy. This policy shall apply to all reported

will provide persons who have experienced Sexual Harassment ongoing remedies as reasonably necessary to restore or preserve access to the College's Education Programs and Activities. As described in more detail throughout this policy, remedies include supportive and protective measures in addition to educational and disciplinary actions commensurate with the reported conduct.

This policy provides the College community with clearly articulated behavioral standards, definitions, key concepts, and resources concerning Sexual Harassment. In addition, the policy provides reporting options and a step-by-step overview of the allegation, investigation, and sanctioning processes.

II. Jurisdiction and Scope

This policy applies to Sexual Harassment that occurs within the College's Education Programs and Activities and that is committed by an administrator, faculty member, staff, student, contractor, guest, or other member of the College community.

This policy does not apply to Sexual Harassment that occurs off-campus, in a private setting, outside the scope of the College's Education Programs and Activities, or outside the geographic boundaries of the United States (even if the alleged misconduct occurs in the College's Education Programs and Activities, such as a study abroad program).

The College takes complaints of all sex and gender-based misconduct seriously, and will address sexual and gender-based misconduct not rising to the level of "Sexual Harassment" under the current Title IX regulations through the processes available in the Non-discrimination Policy,² Student Code of Conduct, Employee Handbook, or other applicable College policies.³

III. Definitions

"Sexual Harassment" for purposes of this policy is conduct on the basis of sex that constitutes Quid Pro Quo Sexual Harassment, Hostile Environment Sexual Harassment, Sexual Assault, Domestic Violence, Dating Violence, or Stalking, as those terms are defined below. Sexual Harassment may occur by or against an individual of any sex, gender identity, gender expression, or sexual orientation.

The following definitions apply in this policy:

- A. "Coercion"** is the use of pressure and/or other oppressive behavior, including expressed or implied threats of physical harm, or severe and/or pervasive emotional intimidation which places an individual in fear of immediate or future harm or physical injury, causing the individual to engage in unwelcome sexual activity. A person's words or conduct amount to coercion if they wrongfully limit the other's

cases meeting the definitions and jurisdictional requirements of this policy unless any provision conflicts with state or federal law or until the College issues an updated policy.

² Non-Discrimination policy found on this page: <https://hebrewcollege.edu/resources/policies-accrreditation>.

³ The College's policies are available at the following link: <https://hebrewcollege.edu/resources/policies-accrreditation/>.

ability to freely choose whether or not to engage in sexual activity. Coercion also includes administering a drug, intoxicant, or other substance that impairs the other person's ability to give Consent.

- B. “Complainant”** means the individual who is alleged to have been impacted by a violation of this policy (*i.e.*, the victim).⁴
- C. “Confidential Employee”** means any person designated as a Confidential Employee under Article IV.D.
- D. “Consent”** is a voluntary, ongoing, mutual understanding among all participants that clearly indicates a willingness, through words or clear unambiguous actions, and demonstrates a knowing, intentional agreement to engage in each instance and stage of sexual activity. Knowledge of consent is the responsibility of each person involved in every instance of sexual activity and consent can be withdrawn at any time.

The following list provides examples of when consent has not been obtained or is not effective:

- Consent is not effective when any participant in the sexual activity is unsure if a knowing, intentional, voluntary agreement to engage in each act of sexual activity has been demonstrated.
- A current or previous dating or sexual relationship or manner of dress does not, by itself, establish Consent. Even in the context of a relationship, there must be a voluntary, mutually understandable agreement that clearly demonstrates a willingness to engage in each instance of sexual activity.
- Consent is not effective if one person knew or reasonably should have known that another person involved was Incapacitated, as defined in this policy.
- Consent to one act does not imply Consent to another.
- Consent on a previous occasion does not constitute Consent on a later occasion.
- Consent to engage in sexual activity with one person does not imply Consent to engage in sexual activity with another.
- Any expression of an unwillingness to engage in any instance of sexual activity establishes a presumptive lack of Consent.
- Consent cannot be inferred from silence, passivity, or lack of resistance.
- Consent is not effective if it results from the use of physical force, a threat of physical force, Coercion, or any other factor that would eliminate an individual's ability to exercise their own free will to choose whether or not to have sexual activity.
- Consent can be withdrawn or modified at any time, and sexual contact must stop immediately once Consent is withdrawn.

In addition, an individual is unable to provide Consent to engage in sexual activity

⁴ A Complainant and Respondent are each individually a “Party” and collectively the “Parties” with respect to a Formal Complaint filed under this policy.

when the individual:

- Is under age 16;
- Has a mental disorder or developmental or physical disability that renders the individual incapable of giving Consent;
- Is unconscious or physically unable to resist; or
- Is Incapacitated from alcohol or other drugs, and this condition is known, or reasonably should be known, by the Respondent.

E. “Dating Violence” is violence committed by a person who (1) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (2) where the existence of such a relationship will be determined based on a consideration of the following factors:

- The length of the relationship;
- The type of relationship; and
- The frequency of interaction between the persons involved in the relationship.

F. “Domestic Violence” is a felony or misdemeanor crime of violence committed by a current or former spouse or intimate partner of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of Massachusetts, or by any other person against an adult or youth victim who is protected from that person’s acts under the domestic or family violence laws of Massachusetts.

G. “Education Programs and Activities” refers to all the operations of the College, including, but not limited to, in-person and online educational instruction, employment, research activities, extracurricular activities, athletics, residence life, dining services, performances, and community engagement and outreach programs. The term applies to all activity that occurs on campus or on other property owned or occupied by the College. It also includes off-campus locations, events, or circumstances over which the College exercises substantial control over the Respondent and the context in which the Sexual Harassment occurs, including Sexual Harassment occurring in any building owned or controlled by a student organization that is officially recognized by the College.

H. “Employee” means an individual who receives compensation for work or services for which the College has the right (whether or not it exercises the right) to supervise and control the manner of performance as well as the result of the work or service. Volunteers and independent contractors are not considered “employees” for the purposes of this Policy.

I. “Formal Complaint” means a document filed by a Complainant or signed by the Title IX Coordinator alleging Sexual Harassment against a Respondent and requesting that the College investigate the allegation of Sexual Harassment in

accordance with this Policy. At the time of filing a Formal Complaint, a Complainant must be participating in or attempting to participate in the College's Education Programs and Activities. A "document filed by a Complainant" means a document or electronic submission (such as an email) that contains the Complainant's physical or electronic signature or otherwise indicates that the Complainant is the person filing the Complaint.

- J. "Hostile Environment Sexual Harassment"** is unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person access to the College's Education Programs and Activities.

In determining whether a Hostile Environment exists, the College will consider the totality of the circumstances, including (but not limited to) factors such as:

- the impact the conduct has had on the Complainant;
- the nature and severity of the conduct at issue;
- the frequency and duration of the conduct;
- the relationship between the parties (including accounting for whether one individual has power or authority over the other);
- the respective ages of the parties;
- the context in which the conduct occurred;
- and the number of persons affected.

The College will evaluate the totality of circumstances from the perspective of a reasonable person in the Complainant's position. A person's adverse subjective reaction to conduct is not sufficient, in and of itself, to establish the existence of a hostile environment. The College encourages members of the College Community to report any and all instances of Sexual Harassment, even if they are unsure whether the conduct rises to the level of a policy violation.

Sexual Harassment also includes gender-based harassment, which may include acts of verbal, nonverbal, or physical aggression, intimidation, or hostility based on gender or gender stereotyping, even if those acts do not involve conduct of a sexual nature. Further, making employment or educational decisions based on sexual favoritism or on the basis of gender is strictly prohibited.

Some specific examples of conduct that may constitute Sexual Harassment if unwelcome include, but are not limited to:

- Unreasonable pressure for a dating, romantic, or intimate relationship or sexual contact;
- Unwelcome kissing, hugging, or massaging;
- Sexual innuendos, jokes, or humor;
- Displaying sexual graffiti, pictures, videos, or posters;
- Using sexually explicit profanity;

- Asking about, or telling about, sexual fantasies, sexual preferences, or sexual activities;
- E-mail and Internet use that violates this policy;
- Leering or staring at someone in a sexual way, such as staring at a person's breasts or groin;
- Sending sexually explicit emails, text messages, or social media posts;
- Commenting on a person's dress in a sexual manner;
- Giving unwelcome personal gifts such as lingerie that suggest the desire for a romantic relationship; or
- Insulting, demeaning, or degrading another person based on gender or gender stereotypes.

K. "Incapacitated" refers to a state of being that prevents an individual from having the mental ability, emotional stability, or maturity to provide Consent at the time the alleged behavior occurs. Incapacitation could result from the use of drugs or alcohol, a person being asleep or unconscious, or because of an intellectual or other disability or medical condition.

Incapacitation is a state where an individual cannot make an informed and rational decision to Consent to engage in sexual contact because the individual lacks conscious knowledge of the nature of the act (*e.g.*, to understand the "who, what, where, when, why or how" of the sexual interaction), is physically or mentally helpless, or is otherwise unaware that the sexual act is occurring.

Incapacitation can only be found when the Respondent knew or reasonably should have known that the Complainant was Incapacitated when viewed from the position of a sober, reasonable person. Alcohol and/or drugs impair a person's decision-making capacity, awareness of the consequences, and ability to make informed judgments. Being intoxicated or impaired by drugs and/or alcohol is never an excuse to engage in Sexual Harassment and does not excuse one from the responsibility to obtain Consent.

Incapacitation is beyond mere drunkenness or intoxication, and consumption of alcohol or other drugs, inebriation, or intoxication alone are insufficient to establish Incapacitation. The impact of alcohol or drugs varies from person to person, and evaluating Incapacitation requires an assessment of how consumption of alcohol and/or drugs impacts an individual's:

- Decision-making ability
- Awareness of consequences
- Ability to make informed judgments
- Capacity to appreciate the nature or circumstances of the act.

No single factor is determinative of Incapacitation. Some common signs that someone may be incapacitated include slurred speech, confusion, shaky balance, stumbling or falling down, vomiting, and unconsciousness.

- L. “Preponderance of the Evidence”** is the standard for determining allegations of prohibited conduct under this policy. Preponderance of the evidence means the greater weight of the credible evidence. This standard is satisfied if the evidence and information gathered in the matter indicate that the action is more likely to have occurred than not.
- M. “Quid Pro Quo Sexual Harassment”** occurs when an employee of the College conditions the provision of aid, benefit, or service of the College on an individual’s participation in unwelcome sexual contact.
- N. “Respondent”** means the individual who is alleged to have violated this policy.
- O. “Retaliation”** is intimidation, threats, coercion, or discrimination against any individual for the purpose of interfering with any right or privilege secured by Title IX and its implementing regulations or this policy because the individual has made a report or complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing under this policy. Retaliation is prohibited and is considered a stand-alone policy violation without regard to any finding of responsibility for violation of this policy.
- P. “Sexual Assault”** includes the sex offenses and attempted offenses of Rape, Sodomy, Sexual Assault with an Object, Fondling, Incest, and Statutory Rape.⁵
- **“Fondling”** is the touching of the private body parts of another person for the purpose of sexual gratification, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of the victim’s age or because of the victim’s temporary or permanent mental or physical incapacity.
 - **“Incest”** is sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by Massachusetts law, *i.e.*, sexual intercourse between a person and that person’s grandparent, parent, aunt, uncle, daughter, son, sister, brother, niece, nephew, or any person married to any of the foregoing.
 - **“Rape”** is the carnal knowledge of a person, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of the victim’s age or because of the victim’s temporary or permanent mental or physical incapacity. There is “carnal knowledge” if there is the slightest penetration of the victim’s vagina or anus by the penis, tongue, finger, or hand of the other person.
 - **“Sexual Assault with an Object”** is using an object or instrument to

⁵ The College’s definition of “Sexual Assault” is mandated by federal regulations implementing Title IX of the Education Amendments of 1972. Those regulations require the College to adopt a definition of “Sexual Assault” that incorporates various forcible and non-forcible sex crimes as defined by the FBI’s Uniform Crime Reporting System. See 34 C.F.R. § 106.30(a).

penetrate, however slightly, the genital or anal opening of another person, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of his/her age or because of his/her temporary or permanent mental or physical incapacity. An “object” or “instrument” is anything used by the offender other than the offender’s genitalia.

- **“Sodomy”** is oral or anal sexual intercourse with another person, without the Consent of the victim, including instances where the victim is incapable of giving Consent because of the victim’s age or because of the victim’s temporary or permanent mental or physical incapacity.
- **“Statutory Rape”** is sexual intercourse with a person who is under age sixteen, which is the age of consent as defined by Massachusetts law.

Q. “Stalking” is engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for their safety or the safety of others or suffer substantial emotional distress.

For the purposes of this definition—

1. *Course of Conduct* means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, or communicates to or about a person threats, that a reasonable person would regard as threatening bodily injury or death of that person, their family members including someone with whom the person is dating or interferes with that person’s property.
2. *Reasonable Person* means a person under similar circumstances and with similar identities to the person subjected to the stalking behavior would fear for their safety or the safety of others, or suffer substantial emotional distress.
3. *Substantial Emotional Distress* means significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling.

R. “Supportive Measures” are non-disciplinary, non-punitive individualized services offered, as appropriate, and reasonably available, and without fee or charge, that are designed to restore or preserve equal access to the College’s Education Programs and Activities without unreasonably burdening another Party, including measures designed to protect the safety of all parties implicated by a report or the College’s education environment, or to deter Sexual Harassment. Supportive Measures may include: counseling, extensions of academic or other deadlines, course-related adjustments, modifications to work or class schedules, campus escort services,

changes in work or housing locations, leaves of absence, increased security and monitoring of certain areas of campus, and other similar measures. Supportive Measures may also include mutual restrictions on contact between the parties implicated by a report.

- S. **“Title IX Coordinator”** means either the Title IX Coordinator or the Deputy Title IX Coordinator appointed under Article IV.A.

IV. Reporting Sexual Harassment

The College recognizes that the decision on whether or not to share information about Sexual Harassment is personal, and that there are individual and societal barriers to reporting. Not all individuals are prepared to make a report to the College and/or to law enforcement, and individuals are not expected or required to pursue a specific course of action. The College recognizes that choosing to come forward with your story and experience and deciding how to proceed is a process that may unfold over time. Therefore, those involved in an incidence of Sexual Harassment may come forward at any time, even if it is weeks, months, or years after the incident took place.

The College recognizes and respects the right of individuals who have experienced Sexual Harassment to decide when and whether they wish to report misconduct to the College, to law enforcement authorities, to both, or to neither. The College will honor, to the extent practicable, the right of those impacted by Sexual Harassment to decide whether they wish to participate in a College and/or law enforcement investigation. While those involved in the Sexual Harassment incident may choose not to participate in the College’s investigation, the College does have a responsibility to investigate all incidents that are brought forward to ensure community safety.

Individuals wishing to report Sexual Harassment should contact the College’s Title IX Coordinators, law enforcement, or another community member they trust.

A. Title IX Coordinators

The Title IX Coordinator and the Deputy Title IX Coordinators will be responsible for the oversight and implementation of this Policy. Reports may be made in person, by regular mail, telephone, electronic mail to TitleIX@hebrewcollege.edu, or by any other means that results in the Title IX Coordinator receiving the person’s verbal or written report. In-person reports must be made during normal business hours, but reports can be made by regular mail, telephone, or electronic mail at any time, including outside normal business hours, to the following individuals:

Dr. Susie Tanchel, Title IX Coordinator
(617) 559-8806
stanchel@hebrewcollege.edu

Rabbi Daniel Klein, Deputy Title IX Coordinator for Students
617.559.8637
dklein@hebrewcollege.edu

Rabi Dan Judson, Deputy Title IX Coordinator for Faculty
617.559.8638
djudson@hebrewcollege.edu

Steffi Bobbin, Deputy Title IX Coordinator for Staff
Phone: 617.559.8640
Email: sbobbin@hebrewcollege.edu

B. Medical Treatment and Preservation of Evidence

In cases of sexual assault, and for one's safety and well-being, immediate medical attention is encouraged to evaluate for physical injury, sexually transmitted diseases, and pregnancy. Being examined as soon as possible, ideally within 72 hours, is important for evidence collection, which may be used to support prosecution should the Complainant decide to pursue criminal charges.

C. Employee Reporting Requirements

Hebrew College employees are mandated to work in concert with the Title IX Coordinators to ensure a safe and healthy educational environment. All College employees, with the exception of Confidential Employees, must promptly report if they observe, witness, or otherwise learn about any member of the College community who engaged in or was impacted by Sexual Harassment to a Title IX Coordinator.

Employees should seek to ensure, as early as possible, that anyone who begins to reveal information about sexual or gender-based misconduct to them understands their employee reporting obligations. If the person disclosing the incident wants to maintain confidentiality, the employee should direct the person to a confidential resource before disclosure happens.

Writing required. Employees should submit written reports to the College's online reporting form, available at: http://hebrewcollege.edu/wp-content/uploads/2023/01/TitleIX_Formal-Complaint_Form_2023.pdf. An email or written memo is also acceptable if it can be delivered to a Title IX Coordinator promptly after the employee's duty to report arises. If the urgency of the situation or other circumstances necessitate an initial oral report (whether in person or by phone), the employee should take steps to submit a written report to a Title IX Coordinator promptly thereafter.

Report Contents. The employee's report must include all information concerning the incident known to the employee which is relevant to an investigation under this

Policy, including whether the subject of the report has expressed a desire for an institutional response to the incident or made a request for confidentiality in reporting the incident.

Confidentiality. While Hebrew College employees must report incidents of Sexual Harassment to a Title IX Coordinator, the employee may not further disclose the incident to any other individual other than (a) employees of the College who are necessary to conduct an investigation of the report or any related hearings and (b) a law enforcement officer.

Exceptions. The employee mandatory reporting requirement does not apply to:

1. Individuals who are themselves the victims of the Sexual Harassment;
2. Instances when an employee receives information about Sexual Harassment at a public awareness event sponsored by the College; or
3. Employees designated as Confidential Employees.

Consequences of Non-Compliance. An employee who fails to make a required report may be disciplined following an investigation and any required process under the applicable personnel policy.

Immunity. An employee who, in good faith reports or assists in the investigation of a report under this policy, or who testifies or otherwise participates in a disciplinary process or judicial proceeding arising from a report of such an incident, will not be subject to disciplinary action under other College policies for violations that are reasonably related to the incident. This immunity does not apply to a person who perpetrates or assists in the perpetration of the incident reported under this policy.

D. Confidential Employees

The College believes it is critical to provide to community members who may be experiencing Sexual Harassment information about available institutional resources to empower those individuals to make informed decisions about their rights and options. Members of the College community may speak to officially designated Confidential Employees about incidents of Sexual Harassment without the conversation triggering a mandatory report of incident details.

The College has designated the following Confidential Employees:

Rabbi Dan Judson, Dean and Chief Academic Officer
617.559.8638
djudson@hebrewcollege.edu

A Confidential Employee is not required to report any information that would violate an individual's expectation of privacy, such as the name or other identifying information of an individual who has experienced or allegedly engaged in Sexual Harassment, unless:

- the Confidential Employee is given permission to share the information by the person who disclosed the information;
- there is an immediate threat of harm to self or others;
- the conduct involves suspected abuse of a minor under the age of 18; or
- as otherwise required or permitted pursuant to a subpoena or court order or similar individualized legal requirement communicated to the Confidential Employee.

This provision does not affect any employee's duty to report incidents of sexual misconduct or physical abuse as required by other law.

For employees looking for confidential resources, the College encourages the use of the Employee Assistance Program (EAP). More information on the College's EAP Program can be obtained by contacting the Director of Human Resources.

E. Reports to Law Enforcement

The College recognizes and supports the right of a victim of a crime to choose whether to report the crime to law enforcement, to be assisted by the institution in reporting the crime to law enforcement, or to decline to report the crime to law enforcement. In addition, it is important for a victim of sexual harassment, sexual assault, dating violence, domestic violence, or stalking to go to a hospital for treatment and preservation of evidence, if applicable, as soon as practicable after an incident. The College encourages anyone who experienced or witnessed a crime to make a report to the Newton Police Department by phone at (617) 796-2100 or, in case of emergency, by calling 911.

If a victim of a crime chooses to report to local police, the College will take all reasonable steps to work with law enforcement to facilitate timely investigation and resolution of criminal complaints. Reporting to law enforcement does not preclude any person from seeking additional supportive and remedial measures under this policy and community members are strongly encouraged to file complaints concurrently with the Title IX Office.

The College's definitions of Sexual Harassment, and its process and standard of proof for finding a Respondent responsible for Sexual Harassment differ from those standards and definitions in criminal cases. Law enforcement's determination regarding whether or not to prosecute a Respondent is not determinative of whether the College will conduct a Title IX investigation or conclude that a member of the community has committed Sexual Harassment in violation of College policy. However, any criminal disposition related to the Title IX complaint may be

considered in a Title IX investigation. Proceedings under this policy may be carried out prior to, simultaneously with, or following civil or criminal proceedings off campus.

F. External Reports

In addition to reporting to College officials, community members are free to contact either of the following agencies:

Massachusetts Commission Against Discrimination (MCAD)
John McCormack Building
One Ashburton Place
Sixth floor, Room 601
Boston, MA 02108
(617) 994-6000

Equal Employment Opportunity Commission (EEOC)
JFK Federal Building
475 Government Center
Boston, MA 02203
1-800-669-4000

G. Anonymous Reporting

Any individual may report an incident to a Title IX Coordinator anonymously using the online reporting form available at http://hebrewcollege.edu/wp-content/uploads/2023/01/TitleIX_Formal-Complaint_Form_2023.pdf. The College encourages those reporting anonymously to please share as much information as possible as the College's ability to respond to an anonymous report may be limited with less information available to us.

H. Requests for Anonymity

Once a report has been submitted to the Title IX Coordinator, the alleged victim identified in the report may request that the victim's identity remain private, that no investigation occur, or that no disciplinary action be taken. However, the College must determine whether it is required to investigate an alleged incident, even in a case where the victim has requested anonymity, to protect the health and safety of the College community. As necessary, the College reserves the right to initiate a Formal Complaint without the active participation of the victim of the alleged Sexual Harassment.

Factors the College may consider in evaluating whether to move forward with a complaint in these circumstances include: (1) the seriousness of the alleged incident; (2) whether the institution has received other reports of Sexual Harassment committed by the alleged perpetrator; (3) whether the alleged incident poses a risk of harm to others; and (4) any other factors the College determines relevant.

If the Title IX Coordinator elects to file a Formal Complaint, the College will inform the alleged victim of the incident of that decision. Even if the College determines not to investigate the alleged incident, the College may take additional steps the College deems necessary to protect the health and safety of the College's community in relation to the alleged incident.

I. Prohibition on False Complaints

Reports of a violation of this policy must be made in good faith. The College will not tolerate intentional false reporting of incidents. It is also a violation of this policy for any person to knowingly make a materially false statement during the course of an investigation, adjudication, or appeal under this policy. However, filing a complaint or providing information which a party or witness genuinely believes is accurate (*i.e.*, in "good faith"), but which is ultimately dismissed due to insufficient evidence or found to be untrue, does not constitute intentional false reporting. Members of the College community are encouraged to seek assistance even if they are unsure that what they are experiencing is Sexual Harassment. Any person who knowingly files a false complaint is subject to disciplinary action, up to and including termination or dismissal from the College.

J. Retaliation

No member of the College community may retaliate against another member for filing a complaint pursuant to this policy or for cooperating in an investigation of a violation of this policy. Complaints of retaliation should be reported immediately to the Title IX Coordinator. Any person who knowingly and intentionally retaliates against an individual is subject to disciplinary action, up to and including termination or dismissal from the College.

K. Bystander Intervention

The College strongly encourages all community members to take reasonable actions to prevent or stop Sexual Harassment when they observe or become aware of it. Taking action may include directly or indirectly confronting the situation (if it is safe to do so), taking steps to interrupt the situation, seeking assistance from a person in authority to assist, or reporting an incident you are made aware of to a College employee. Individuals who assist in stopping Sexual Harassment will be supported by the College, protected from retaliation, and may receive amnesty (discussed below).

L. Amnesty

The College seeks to remove any barriers to reporting Sexual Harassment by making the procedures for reporting transparent and straightforward. The College recognizes that a student who has been drinking or using drugs at the time the student is are harmed by Sexual Harassment or witnesses another person engaging in Sexual Harassment may be hesitant to make a report because of potential disciplinary

consequences for the student's own conduct. Any student who reports Sexual Harassment will not be subject to disciplinary action by the College for the student's own personal consumption of alcohol or drugs at or near the time of the incident, provided that any such violations did not and do not place the health or safety of any other person at risk. The College may, however, initiate an educational discussion or pursue other educational remedies.

M. Timeframe for Reporting

Individuals are encouraged to report Sexual Harassment as soon as possible to maximize the College's ability to respond promptly and equitably. There is no timeframe, though, for reporting an incident, and upon receipt of any report, regardless of when the incident occurred, the College will conduct a Title IX assessment to determine if an investigation should take place. If an incident is brought to the College's attention after a Respondent is no longer affiliated with the College, the College cannot impose disciplinary sanctions. However, the College will take reasonable steps to eliminate Sexual Harassment, prevent its reoccurrence, and remedy its effects, including but not limited to, instituting no trespass orders. The College can also support impacted individuals by identifying external reporting options if requested.

N. Annual Reporting

The College makes an annual report of incidents of sex and gender-based misconduct as required by federal and state law. The Vice President for Finance and Administration compiles the report once a year with records from the Director of Human Resources and the Title IX Coordinator. In the report, only aggregate data is reported; names and details of the incident(s) are not reported and remain confidential.

O. Emergency Notification System (ENS)

If the President or the Vice President for Finance and Administration concludes that a report of Sexual Harassment presents an immediate threat to the College campus community, the College will issue a timely notice of the conduct to the College community to protect the health and/or safety of the broader campus community through the Emergency Notification System. The notice will not contain any personal, biographical, or other identifying information of the survivor/victim/victim/survivor.

V. Preliminary Assessment of Report

Upon receipt of a report, the Title IX Coordinator will conduct a preliminary assessment to determine whether the conduct, as reported, constitutes or could constitute Sexual Harassment.

If the Title IX Coordinator determines that the conduct reported could not fall within the scope of this Policy, and/or could not constitute Sexual Harassment, even if investigated, the Title IX

Coordinator will close the matter and may notify the reporting party if doing so is consistent with the Family Educational Rights and Privacy Act (“FERPA”). The Title IX Coordinator may refer the report to other College offices, as appropriate.

If the Title IX Coordinator determines that the conduct reported could fall within the scope of this Policy, and/or could constitute Sexual Harassment, if investigated, the Title IX Coordinator will contact the Complainant.

As part of the preliminary assessment, the Title IX Coordinator may take investigative steps to determine the identity of the Complainant, if such identity is not apparent from the report.

A. Contacting the Complainant

If a report is not closed as a result of the preliminary assessment and the Complainant’s identity is known, the Title IX Coordinator or their designee will promptly contact the Complainant to discuss the following:

- the availability of Supportive Measures with or without filing a Formal Complaint;
- the Complainant’s wishes with respect to such Supportive Measures;
- the process for filing and pursuing a Formal Complaint;
- the importance of going to a hospital for treatment and preservation of evidence as soon as practicable after the incident, if applicable;
- the right to report the incident to the College and to receive a prompt and equitable resolution of the report;
- the right of a victim of a crime to choose whether to report the crime to law enforcement, to be assisted by the College in reporting the crime to law enforcement, or to decline to report the crime to law enforcement; and
- information about resources that are available on campus and in the community.

B. Supportive Measures and Other Services

The Title IX Coordinator or the Coordinator’s designee will coordinate all services for individuals impacted by Sexual Harassment. These services include but are not limited to the Supportive Measures identified in Article III and any of the following: issuing a no-contact order, confidential counseling, academic and residence hall accommodations for students when possible, as well as referrals within the College and in the local community. In addition, the College will allow the Complainant and the Respondent to drop a course in which both parties are enrolled without any academic penalty.

Any individual affected by or accused of Sexual Harassment will have equal access to support and counseling services offered through the College. The College encourages any individual who has questions or concerns to seek support of College-identified resources. The Title IX Coordinator is available to provide information about the College’s policy and procedure and to provide assistance.

Complainant: The Title IX Coordinator or their designee will offer and make available Supportive Measures to the Complainant upon receipt of a report of Sexual Harassment regardless of whether the Complainant elects to file a Formal Complaint.

Respondent: The Title IX Coordinator will notify the Respondent of the availability of Supportive Measures contemporaneously with the Respondent being notified of a Formal Complaint. Once a Formal Complaint has been initiated, the College will offer and make available Supportive Measures to the Respondent in the same manner in which it offers and makes them available to the Complainant. The College will also offer and make available Supportive Measures to the Respondent prior to the Respondent being notified of a Formal Complaint, if the Respondent requests such measures.

All Parties: The College will, to the greatest extent practicable, ensure that each Party or other person who reports an incident of Sexual Harassment is offered counseling provided by a counselor who does not provide counseling to any other person involved in the incident. In addition, all Parties are allowed to drop a course in which both Parties are enrolled without any academic penalty.

Confidentiality: The College will maintain the confidentiality of Supportive Measures provided to either a Complainant or Respondent, to the extent that maintaining such confidentiality does not impair the College's ability to provide the Supportive Measures in question.

VI. Formal Complaint

A. Filing a Formal Complaint

A Complainant may file a Formal Complaint with the Title IX Coordinator requesting that the College investigate and adjudicate a report of Sexual Harassment in accordance with this Policy. Provided, however, that at the time the Complainant submits a Formal Complaint, the Complainant must be participating in, or attempting to participate in, one or more of the College's Education Programs or Activities.

A Complainant may file a Formal Complaint with the Title IX Coordinator in person, by regular mail, or by email using the contact information specified in Article IV.A above. No person may submit a Formal Complaint on the Complainant's behalf.

In any case, including a case where a Complainant elects not to file a Formal Complaint, the Title IX Coordinator may file a Formal Complaint on behalf of the College if doing so is not clearly unreasonable. Such action will normally be taken in limited circumstances involving serious or repeated conduct or where the alleged perpetrator may pose a continuing threat to the College community. Factors the Title IX Coordinator may consider include (but are not limited to):

1. the seriousness of the alleged incident, including (a) whether a weapon was involved in the incident, (b) whether multiple assailants were involved in the incident, and (c) whether the incident poses a risk of recurrence;
2. whether the institution has received other reports of Sexual Harassment committed by the Respondent;
3. whether the alleged incident poses a risk of harm to others; and
4. any other factors the College determines relevant.

If the Complainant or the Title IX Coordinator files a Formal Complaint, an investigation and adjudication of the complaint will be commenced under this policy. If the Title IX Coordinator elects to proceed as a Complainant, the Title IX Coordinator will inform the alleged victim of the incident of that decision. Regardless of the victim's level of participation in the process, in all cases where a Formal Complaint is filed, the victim of the alleged conduct will be entitled to receive notice of the progress and ultimate disposition of the complaint; to review the evidence and investigative report; and to observe a hearing convened pursuant to this policy.

B. Consolidation of Formal Complaints

The Title IX Coordinator may consolidate Formal Complaints as to allegations of Sexual Harassment against more than one Respondent, or by more than one Complainant against one or more Respondents, or by one Party against the other Party, where the allegations of Sexual Harassment arise out of the same facts or circumstances. Where the investigation and adjudication process involve more than one Complainant or more than one Respondent, references in this policy to the singular "Party," "Complainant," or "Respondent" include the plural, as applicable.

C. Dismissal Prior to Commencement of Investigation

In a case where the Complainant files a Formal Complaint, the Title IX Coordinator will evaluate the Formal Complaint and must dismiss it if the Title IX Coordinator determines:

- The conduct alleged in the Formal Complaint would not constitute Sexual Harassment, even if proved; or
- The conduct alleged in the Formal Complaint falls outside the scope of this Policy (*e.g.*, because the alleged conduct did not occur in the College's Education Programs and Activities or did not occur in the United States).

In the event the Title IX Coordinator determines the Formal Complaint should be dismissed pursuant to this Section, the Title IX Coordinator will provide written notice of dismissal to the parties and advise them of their right to appeal. The Title IX Coordinator may refer the subject matter of the Formal Complaint to other College offices, as appropriate. A dismissal pursuant to this Section is presumptively a final

determination for purposes of this policy, unless otherwise specified in writing by the Title IX Coordinator in the written notice of dismissal.

D. Notice of Formal Complaint

Within five days of the Title IX Coordinator receiving a Formal Complaint, the Title IX Coordinator will transmit a written notice to the Parties that includes:

- A physical copy of or hyperlink to this policy;
- Sufficient details known at the time so that the Parties may prepare for an initial interview with the investigator, to include the identities of the parties involved in the incident (if known), the conduct allegedly constituting Sexual Harassment, and the date and location of the alleged incident (if known);
- A statement that the Respondent is presumed not responsible for the alleged Sexual Harassment and that a determination of responsibility will not be made until the conclusion of the adjudication and any appeal;
- Notifying the Parties of their right to be accompanied by an advisor of their respective choice;
- Notifying the Parties of their right to inspect and review evidence;
- Notifying the Parties of the College's prohibitions on retaliation and false statements; and
- Information about resources that are available on campus and in the community.

Should the Title IX Coordinator elect, at any point, to investigate allegations that are materially beyond the scope of the initial written notice, the Title IX Coordinator will provide to the Parties a supplemental written notice describing the additional allegations to be investigated.

E. Presumption of Non-Responsibility

From the time a report or Formal Complaint is made, a Respondent is presumed not responsible for the alleged misconduct until a determination regarding responsibility is made final.

F. Interim Removal

At any time after receiving a report of Sexual Harassment, the Title IX Coordinator may remove a student Respondent from the College's Education Programs and Activities on a temporary basis if an individualized safety and risk analysis determines that an immediate threat to the physical health or safety of any student or other individual arising from the allegations of Sexual Harassment justifies removal. In the event the Title IX Coordinator imposes an interim removal, the Title IX Coordinator must offer to promptly meet with the Respondent to provide the Respondent an opportunity to challenge the interim removal.

In the case of a Respondent who is a non-student employee (administrator, faculty, or staff), and in its discretion, the College may place the Respondent on administrative leave at any time after receiving a report of Sexual Harassment, including during the pendency of the investigation and adjudication process.

For all other Respondents, including independent contractors and guests, the College retains broad discretion to prohibit such persons from entering onto its campus and other properties at any time, and for any reason, whether after receiving a report of Sexual Harassment or otherwise.

VII. Investigation

A. Commencement and Timing

After the written notice of Formal Complaint is transmitted to the Parties, an investigator selected by the Title IX Coordinator will undertake an investigation to gather evidence relevant to the alleged misconduct, including inculpatory and exculpatory evidence. The burden of gathering evidence sufficient to reach a determination in the adjudication lies with the College and not with the Parties. The investigation will culminate in a written investigation report that will be submitted to the adjudicator during the selected adjudication process. Although the length of each investigation may vary depending on the totality of the circumstances, the College strives to complete each investigation within 45 days of the transmittal of the written notice of Formal Complaint.

B. Equal Opportunity

During the investigation, the investigator will provide an equal opportunity for the Parties to be interviewed, to present witnesses (including fact and expert witnesses), and to present other inculpatory and exculpatory evidence. Notwithstanding the foregoing, the investigator retains discretion to limit the number of witness interviews the investigator conducts if the investigator finds that testimony would be unreasonably cumulative, if the witnesses are offered solely as character references and do not have information relevant to the allegations at issue, or if the witnesses are offered to render testimony that is categorically inadmissible, such as testimony concerning sexual history of the Complainant. The investigator will not restrict the ability of the parties to gather and present relevant evidence on their own.

The investigation is a Party's opportunity to present testimonial and other evidence that the Party believes is relevant to resolution of the allegations in the Formal Complaint. A Party that is aware of and has a reasonable opportunity to present particular evidence and/or identify particular witnesses during the investigation, and elects not to, will be prohibited from introducing any such evidence during the adjudication absent a showing of mistake, inadvertence, surprise, or excusable neglect.

C. Witnesses and Evidence

The investigator will make reasonable attempts to contact and interview individuals who are identified as witnesses with information relevant to the allegations of misconduct. The investigator may elect not to interview witnesses whose sole purpose is to provide character information or who are otherwise unlikely to have relevant information as determined in the sole discretion of the investigator. The investigator will make reasonable attempts to obtain other relevant evidence available from the parties, witnesses, or other College departments.

D. Documentation of Investigation

The investigator will take reasonable steps to ensure the investigation is documented. Interviews of the parties and witnesses may be documented by the investigator's notes, audio recorded, video recorded, or transcribed. The particular method utilized to record the interviews of parties and witnesses will be determined by the investigator in the investigator's sole discretion, although whatever method is chosen shall be used consistently throughout a particular investigation.

E. Access to Evidence

At the conclusion of the evidence-gathering phase of the investigation, but prior to the completion of the investigation report, the investigator will transmit to each Party and (if applicable) their advisor, in either electronic or hard copy form, all evidence obtained as part of the investigation that is directly related to the allegations raised in the Formal Complaint, including evidence the College may choose not to rely on at any hearing and inculpatory or exculpatory evidence whether obtained from a Party or some other source. The parties will have ten days in which to submit to the investigator a written response, which the investigator will consider prior to completing the investigation report.

The parties and their advisors are permitted to review the evidence solely for the purposes of this grievance process and may not duplicate or disseminate the evidence to the public.

F. Investigation Report

After the period for the parties to provide any written response has expired, the investigator will complete a written investigation report that fairly summarizes the various steps taken during the investigation, summarizes the relevant evidence collected, lists material facts on which the parties agree, and lists material facts on which the parties do not agree. When the investigation report is complete, the investigator will transmit a copy to the Title IX Coordinator. The investigator will also transmit the investigation report to each Party and their advisor, in either electronic or hard copy form.

VIII. Adjudication

After the investigator has sent the investigation report to the parties, the Title IX Coordinator will transmit to each Party a notice advising the parties of the adjudication processes available under the College's policy. These options include the Hearing Process, Administrative Resolution, and Alternative Resolution, all as defined below. Parties are urged to carefully review this policy, consult with their advisor, and consult with other persons as they deem appropriate (including the Title IX Coordinator, an attorney, or a victim's rights advocate) in order to determine the best pathway for resolving Formal Complaints under this policy.

A. Hearing Process

As mandated by the current Title IX regulations, the hearing process is the default process for adjudicating all Formal Complaints and will be utilized unless both parties voluntarily consent to Administrative Resolution or Alternative Resolution. The hearing process is outlined in detail below.

1. Hearing Officer

After selection of the hearing process as the form of adjudication, the Title IX Coordinator will promptly appoint a hearing officer who will oversee the hearing process and render a determination of responsibility for the allegations in the Formal Complaint, at the conclusion of the hearing process. The Title IX Coordinator will ensure that the hearing officer is provided a copy of the investigation report and all evidence transmitted to the parties by the investigator.

2. Hearing Notice and Response to the Investigation Report

After the hearing officer is appointed by the Title IX Coordinator, the hearing officer will promptly transmit written notice to the parties notifying the parties of the hearing officer's appointment; setting a deadline for the parties to submit any written response to the investigation report; setting a date for the pre-hearing conference; setting a date and time for the hearing; and providing a copy of the College's Hearing Procedures. Neither the pre-hearing conference, nor the hearing itself, may be held any earlier than ten days from the date of transmittal of the written notice.

A Party's written response to the investigation report must include:

- To the extent the Party disagrees with the investigation report, any argument or commentary regarding such disagreement;
- Any argument that a particular piece or class of evidence should be categorically excluded from consideration at the hearing based on privilege, relevancy, the prohibition on the use of sexual history, or for any other reason;
- A list of any witnesses that the Party contends should be requested to attend the hearing pursuant to an attendance notice issued by the hearing officer;
- A list of any witnesses that the Party intends to bring to the hearing without an attendance notice issued by the hearing officer;

- Any objection that the Party has to the College's Hearing Procedures;
- Any request that the parties be separated physically during the pre-hearing conference and/or hearing;
- Any other accommodations that the Party seeks with respect to the pre-hearing conference and/or hearing;
- The name and contact information of the advisor who will accompany the Party at the pre-hearing conference and hearing;
- If the Party does not have an advisor who will accompany the Party at the hearing, a request that the College provide an advisor for purposes of conducting questioning.

A Party's written response to the investigation report may also include:

- Argument regarding whether any of the allegations in the Formal Complaint are supported by a preponderance of the evidence; and
- Argument regarding whether any of the allegations in the Formal Complaint constitute Sexual Harassment.

3. Pre-Hearing Conference

Prior to the hearing, the hearing officer will conduct a pre-hearing conference with each Party and their advisor. In the hearing officer's discretion, the pre-hearing conference may be conducted in-person or virtually, by use of video and audio technology.

During the pre-hearing conference, the hearing officer will discuss the hearing procedures with the parties; address matters raised in the parties' written responses to the investigation report, as the hearing officer deems appropriate; discuss whether any stipulations may be made to expedite the hearing; discuss the witnesses the parties have requested be served with notices of attendance and/or witnesses the parties plan to bring to the hearing without a notice of attendance; and resolve any other matters that the hearing officer determines, in the hearing officer's discretion, should be resolved before the hearing.

4. Issuance of Notices of Attendance

After the pre-hearing conference, the hearing officer will transmit notices of attendance to any College employee (including administrator, faculty, or staff) or student whose attendance is requested at the hearing as a witness. The notice will advise the subject of the specified date and time of the hearing and advise the subject to contact the hearing officer immediately if there is a material and unavoidable conflict.

The subject of an attendance notice should notify any faculty member, supervisor, or other College employee, as necessary, if attendance at the hearing will conflict with job duties, classes, or other College obligations. All College employees are required

to excuse the subject of the obligation, or provide some other accommodation, so that the subject may attend the hearing as specified in the notice.

The College will not issue a notice of attendance to any witness who is not an employee or a student.

5. Hearing

After the pre-hearing conference, the hearing officer will convene and conduct a hearing pursuant to the College's Hearing Procedures. The hearing will be audio recorded. The audio recording will be made available to the parties for inspection and review on reasonable notice, including for use in preparing any subsequent appeal.

As required by the current Title IX regulations, the hearing will be conducted live, with simultaneous and contemporaneous participation by the parties and their advisors. By default, the hearing will be conducted with the hearing officer, the parties, the advisors, witnesses, and other necessary College personnel together in the same physical location. However, upon request of either Party, the parties will be separated into different rooms with technology enabling the parties to participate simultaneously and contemporaneously by video and audio. The hearing may, in the hearing officer's discretion, be conducted virtually, by use of video and audio technology, where all participants participate simultaneously and contemporaneously by use of such technology.

While the Hearing Procedures and rulings from the hearing officer will govern the particulars of the hearing, each hearing will include, at a minimum:

- Opportunity for each Party to address the hearing officer directly and to respond to questions posed by the hearing officer;
- Opportunity for each Party's advisor to ask directly, orally, and in real time, relevant questions, and follow up questions, of the other Party and any witnesses, including questions that support or challenge credibility;
- Opportunity for each Party to raise contemporaneous objections to testimonial or non-testimonial evidence and to have such objections ruled on by the hearing officer and a reason for the ruling provided;
- Opportunity for each Party to submit evidence that the Party did not present during the investigation due to mistake, inadvertence, surprise, or excusable neglect;
- Opportunity for each Party to make a brief closing argument.

Except as otherwise permitted by the hearing officer, the hearing will be closed to all persons except the parties, their advisors, the investigator, the hearing officer, the Title IX Coordinator, and other necessary College personnel. With the exception of the investigator and the parties, witnesses will be sequestered until such time as their testimony is complete.

During the hearing, the parties and their advisors will have access to the investigation report and evidence that was transmitted to them.

While a Party has the right to attend and participate in the hearing with an advisor, a Party and/or advisor who violates the rules of the hearing in such a way as to be materially disruptive may be barred from further participation and/or have their participation limited, as the case may be, in the discretion of the hearing officer.

Subject to the minimum requirements specified in this section, the hearing officer will have sole discretion to determine the manner and particulars of any given hearing, including with respect to the length of the hearing, the order of the hearing, and questions of admissibility. The hearing officer will independently and contemporaneously screen questions for relevance in addition to resolving any contemporaneous objections raised by the parties and will explain the rationale for any evidentiary rulings.

The hearing is not a formal judicial proceeding and strict rules of evidence do not apply. The hearing officer will have discretion to modify the Hearing Procedures, when good cause exists to do so, and provided the minimal requirements specified above are met.

6. Subjection to Questioning

In the event that any Party or witness refuses to attend the hearing, or attends but refuses to submit to questioning by the Parties' advisors, the statements of that Party or witness, as the case may be, whether given during the investigation or during the hearing, may be considered by the hearing officer in reaching a determination of responsibility. In applying this Section, the hearing officer will not draw an inference about the determination regarding responsibility based solely on a Party or a witness's absence from the live hearing and/or refusal to submit to questioning by the parties' advisors.

7. Deliberation and Determination

After the hearing is complete, the hearing officer will objectively evaluate all relevant evidence collected during the investigation, including both inculpatory and exculpatory evidence, together with testimony and non-testimony evidence received at the hearing, and ensure that any credibility determinations made are not based on a person's status as a Complainant, Respondent, or witness. The hearing officer will take care to exclude from consideration any evidence that was ruled inadmissible at the pre-hearing conference, during the hearing, or otherwise. The hearing officer will resolve disputed facts using a preponderance of the evidence (*i.e.*, "more likely than not") standard and reach a determination regarding whether the facts that are supported by a preponderance of the evidence constitute one or more violations of the policy as alleged in the Formal Complaint.

8. Written Decision

After reaching a determination and consulting with the Title IX Coordinator, the hearing officer will prepare a written decision that will include:

- Identification of the allegations potentially constituting Sexual Harassment made in the Formal Complaint;
- A description of the procedural steps taken by the College upon receipt of the Formal Complaint, through issuance of the written decision, including notification to the parties, interviews with the parties and witnesses, site visits, methods used to gather non-testimonial evidence, and the date, location, and people who were present at or presented testimony at the hearing.
- Findings of fact, made under a preponderance of the evidence standard, that support the determination;
- A statement of, and rationale for, each allegation that constitutes a separate potential incident of Sexual Harassment, including a determination regarding responsibility for each separate potential incident;
- The discipline determined in consultation with the appropriate College official, such as the Title IX Coordinator, President, Dean of Students, Director of Human Resources, or the Respondent's supervisor (if the Respondent is an employee);
- Whether the Complainant will receive any ongoing support measures or other remedies as determined by the Title IX Coordinator; and
- A description of the College's process and grounds for appeal.

The hearing officer's written decision will be simultaneously transmitted to the parties. Transmittal of the written decision to the parties concludes the hearing process, subject to any right of appeal.

Although the length of each adjudication by hearing will vary depending on the totality of the circumstances, the College strives to issue the hearing officer's written determination within 15 days of the conclusion of the hearing.

B. Administrative Resolution

In lieu of the hearing process, the Parties may consent to have a Formal Complaint resolved by Administrative Resolution. Administrative Resolution is voluntary and must be consented to in writing by both parties and approved by the Title IX Coordinator. At any time prior to the issuance of the administrative officer's determination, a Party has the right to withdraw from Administrative Resolution and request a live hearing.

If Administrative Resolution is selected, the Title IX Coordinator will appoint an administrative officer. The Title IX Coordinator will ensure that the administrative officer is provided a copy of the investigation report and a copy of all the evidence transmitted to the parties by the investigator. Each party may, but is not required to, utilize an advisor of their choice to assist them in the Alternative Resolution process.

The administrative officer will promptly send written notice to the Parties notifying the parties of the administrative officer's appointment; setting a deadline for the parties to submit any written response to the investigation report; and setting a date and time for each party to meet with the administrative officer separately. The administrative officer's meetings with the parties will not be held any earlier than ten (10) days from the date of transmittal of the written notice specified in this paragraph.

A Party's written response to the investigation report must include:

- To the extent the party disagrees with the investigation report, any argument or commentary regarding such disagreement;
- Any argument that a particular piece or class of evidence should be categorically excluded from consideration based on privilege, relevancy, the prohibition on the use of sexual history, or for any other reason;

A Party's written response to the investigation report may also include:

- Argument regarding whether any of the allegations in the Formal Complaint are supported by a preponderance of the evidence;
- Argument regarding whether any of the allegations in the Formal Complaint constitute Sexual Harassment.
- A list of written questions that the Party would like the administrative resolution officer to direct to the other Party or a witness.

After reviewing the Parties' written responses, the administrative officer will meet separately with each party to provide the Party with an opportunity make any oral argument or commentary the Party wishes to make and for the administrative officer to ask questions concerning the Party's written response, the investigative report, and/or the evidence collected during the investigation.

After meeting with each Party and any witnesses the administrative officer deems necessary in their discretion, the administrative officer will objectively evaluate all relevant evidence, including both inculpatory and exculpatory evidence and ensure that any credibility determinations made are not based on a person's status as a Complainant, Respondent, or witness. The administrative officer will take care to exclude from consideration any evidence that the administrative officer determines should be ruled inadmissible based on the objections and arguments raised by the Parties in their respective written responses to the investigation report.

The administrative officer will resolve disputed facts using a preponderance of the evidence (*i.e.*, "more likely than not") standard and reach a determination regarding whether the facts that are supported by a preponderance of the evidence constitute one or more violations of the policy as alleged in the Formal Complaint.

Thereafter, the administrative officer will consult with the Title IX Coordinator and will prepare and transmit a written decision which shall serve as a resolution for purposes of Administrative Resolution. If a finding of responsibility is determined for

one or more policy violations, the written decision will include the discipline determined by the administrative officer in consultation with the Title IX Coordinator and other appropriate College officials, such as the Title IX Coordinator, President, Dean of Students, Director of Human Resources, or the Respondent's supervisor (if the Respondent is an employee).

Transmittal of the administrative officer's written decision concludes the Administrative Resolution, subject to any right of appeal.

Although the length of each Administrative Resolution will vary depending on the totality of the circumstances, the College strives to issue the administrative officer's written decision within thirty days of the transmittal of the initiating written notice.

C. Discipline and Remedies

In the event the hearing officer or administrative officer determines that the Respondent is responsible for violating this policy, the officer will, prior to issuing a written decision, consult with an appropriate College official with disciplinary authority over the Respondent and such official will determine any disciplinary sanctions to be imposed. The officer will also, prior to issuing a written decision, consult with the Title IX Coordinator who will determine whether and to what extent ongoing supportive measures or other remedies will be provided to the Complainant.

Potential sanctions for violating this policy may include, but are not limited to: referral to counseling, educational programs, a written reprimand, community service, probation, or suspension or dismissal from the College.

If the College receives an appropriate request by another postsecondary educational institution, the College will provide to the requesting institution information relating to the College's determination that the student or employee violated this policy.

IX. Dismissal During Investigation or Adjudication

The Title IX Coordinator may dismiss a Formal Complaint at any point during the investigation or adjudication process if the Title IX Coordinator determines that any one or more of the following is true:

- The Complainant provides the Title IX Coordinator written notice that the Complainant wishes to withdraw the Formal Complaint or any discrete allegations therein (in which case those discrete allegations may be dismissed);
- The Respondent was employed by the College at the time of the alleged incident but is no longer employed by the College; or
- Specific circumstances identified by the College prevent the College from gathering evidence sufficient to reach a determination as to the Formal Complaint, or any discrete allegations therein (in which case those discrete allegations may be dismissed).

In the event the Title IX Coordinator determines that a Formal Complaint should be dismissed pursuant to this section, the Title IX Coordinator will provide written notice of dismissal to the Parties and advise them of their right to appeal. The Title IX Coordinator may refer the subject matter of the Formal Complaint to other College offices, as appropriate. A dismissal pursuant to this section is presumptively a final determination as it pertains to this policy, unless otherwise specified in writing by the Title IX Coordinator in the written notice of dismissal.

X. Appeal

A. Grounds for Appeal

Either Party may appeal the determination of an adjudication, or a dismissal of a Formal Complaint, on one or more of the following grounds:

1. A procedural irregularity affected the outcome;
2. There is new evidence that was not reasonably available at the time the determination or dismissal was made, that could have affected the outcome;
3. The Title IX Coordinator, investigator, hearing officer, or administrative officer had a conflict of interest or bias for or against complainants or respondents generally, or against the individual Complainant or Respondent, that affected the outcome.
4. The sanctions imposed are substantially disproportionate to the severity of the violation.

Appeals are not intended to be full re-hearings of the complaint. In most cases, appeals are confined to a review of the written documentation and evidence available at the time of the Investigation, and pertinent documentation regarding the grounds for appeal.

B. Deadline to File Appeal

A Party must file an appeal within seven days of the date the Party receives notice of dismissal or determination appealed from or, if the other Party appeals, within three days of the other Party appealing, whichever is later. The appeal must be submitted in writing to the Title IX Coordinator, who will assign and refer the case to an appeal officer. The appeal must specifically identify the determination and/or dismissal appealed from, articulate which one or more of the four grounds for appeal are being asserted, explain in detail why the appealing Party believes the appeal should be granted, and articulate what specific relief the appealing Party seeks.

C. Resolution of Appeal

Promptly upon receipt of an appeal, the appeal officer will conduct an initial evaluation to confirm that the appeal is timely filed and that it invokes at least one of the permitted grounds for appeal. If the appeal officer determines that the appeal is

not timely, or that it fails to invoke a permitted ground for appeal, the appeal officer will dismiss the appeal and provide written notice of the same to the parties.

If the appeal officer confirms that the appeal is timely and invokes at least one permitted ground for appeal, the appeal officer will provide written notice to the other Party that an appeal has been filed and that the other Party may submit a written opposition to the appeal within seven days. The appeal officer shall also promptly obtain from the Title IX Coordinator any records from the investigation and adjudication necessary to resolve the grounds raised in the appeal.

Upon receipt of any opposition, or after the time period for submission of an opposition has passed without one being filed, the appeal officer will promptly decide the appeal and simultaneously transmit a written decision to the parties that explains the outcome of the appeal and the rationale. The determination of a Formal Complaint, including any discipline, becomes final when the time for appeal has passed with no Party filing an appeal or, if any appeal is filed, at the point when the appeal officer has resolved all appeals, either by dismissal or by transmittal of a written decision. No further review beyond the appeal is permitted.

Although the length of each appeal will vary depending on the totality of the circumstances, the College strives to issue the appeal officer's written decision within 21 days of an appeal being filed.

XI. Alternative Resolution

The College may, in the Title IX Coordinator's discretion, facilitate an Alternative Resolution in accordance with the protocol outlined below.

A. Guiding Principles

Generally, alternative resolution involves a structured, supervised interaction between the Parties and/or other affected community members that seeks to identify and meet the needs of the Complainant and/or other affected community members while providing an opportunity for the Respondent to accept responsibility and repair harm to the greatest extent possible. Alternative resolution may not include an investigation, hearing, or disciplinary action against a Respondent (including transcript notations), but may include imposing appropriate and reasonable remedies as agreed to by the Parties. All alternative resolutions are facilitated by a trained administrator or external facilitator.

B. Availability of Alternative Resolution

Alternative resolution is available in matters in which the Title IX Coordinator, in the Title IX Coordinator's discretion, determines it is appropriate. Factors the Title IX Coordinator will consider when determining whether a report of Sexual Harassment is suitable for Alternative Resolution include, but are not limited to:

- the nature and severity of the conduct, including whether the use of force or a weapon was involved;
- the Respondent's prior known disciplinary or criminal conduct, including whether the College has received other reports of Sexual Harassment committed by the Respondent;
- whether the alleged incident poses a risk of harm to other individuals or the community;
- the dynamics of power or control commonly associated with the alleged conduct or the nature of the parties' relationship;
- whether multiple parties are affected or involved;
- any admissions of responsibility by the Respondent; and
- any other factor deemed relevant by the Title IX Coordinator in the interest of overall campus safety or safety of the parties involved.

Consistent with current Title IX regulations, alternative resolution will not be permitted if the Respondent is a non-student employee of the College accused of committing Sexual Harassment against a student.

C. Alternative Resolution Process

At any time after the parties are provided written notice of the Formal Complaint, and before the completion of any appeal, the parties may voluntarily consent, with the Title IX Coordinator's approval, to engage in alternative resolution, including mediation or restorative justice processes, with the goal of entering into a final resolution agreement resolving the allegations raised in the Formal Complaint by agreement of the parties.

The specific manner of any alternative resolution process will be determined by the Parties, the assigned facilitator, and the Title IX Coordinator, in consultation together. Prior to commencing the alternative resolution process agreed upon, the Title IX Coordinator or their designee will transmit a written notice to the Parties that:

- Describes the parameters and requirements of the alternative resolution process to be utilized;
- Identifies the individual responsible for facilitating the alternative resolution (who may be another College official, or another suitable individual);
- Explains the effect of participating in alternative resolution and/or reaching a final resolution will have on a Party's ability to resume the investigation and adjudication of the allegations at issue in the Formal Complaint; and
- Explains any other consequence resulting from participation in the alternative resolution process, including a description of records that will be generated, maintained, and/or shared.

After receiving the written notice specified in this paragraph, each Party must voluntarily provide written consent to the Title IX Coordinator, before the alternative resolution may commence. The College will not pressure or compel any individual to

engage in alternative resolution, to directly confront the other, or to participate in any particular form of alternative resolution. Individuals may be accompanied by an advisor or support person at any meetings related to the alternative resolution process.

If the Parties reach a resolution through the alternative resolution process, and the Title IX Coordinator agrees that the resolution is not clearly unreasonable, the Title IX Coordinator will reduce the terms of the agreed resolution to writing and present the resolution to the parties for their written signature. Once both parties and the Title IX Coordinator sign the resolution, the resolution is final, and the allegations addressed by the resolution are considered resolved and will not be subject to further investigation, adjudication, remediation, or discipline by the College, except as otherwise provided in the resolution itself, absent a showing that a Party induced the resolution by fraud, misrepresentation, or other misconduct or where required to avoid a manifest injustice to either Party or to the College. Alternative resolution outcomes are not subject to appeal.

D. Termination of Alternative Resolution

A Party may withdraw the Party's consent to participate in alternative resolution at any time before a resolution has been finalized.

E. Deadlines for Alternative Resolution

The College will strive to complete all alternative resolutions within 30 days. If an alternative resolution process does not result in a resolution within 30 days, and absent an extension, abeyance, or other exception noted by the Title IX Coordinator, the alternative resolution process will be deemed terminated, and the Formal Complaint will be resolved pursuant to the investigation and adjudication procedures above. The Title IX Coordinator may adjust any time periods or deadlines in the investigation and/or adjudication process that were suspended due to the alternative resolution.

During the pendency of the alternative resolution process, the investigation and adjudication processes that would otherwise occur are stayed and all related deadlines are suspended.

XII. Other Investigation and Adjudication Considerations

A. Advisor of Choice

From the point a Formal Complaint is made, and until an investigation, adjudication, and appeal are complete, each Party will have the right to be accompanied by an advisor of the Party's choice to all meetings, interviews, and hearings that are part of the investigation, adjudication, and appeal process. The advisor may be, but is not required to be, an attorney.

Except for the questioning of witnesses during the hearing, the advisor will play a passive role and is not permitted to communicate on behalf of a Party, insist that

communication flow through the advisor, or communicate with the College about the matter without the Party being included in the communication. In the event a Party's advisor of choice engages in material violation of the parameters specified for an advisor, the College may preclude the advisor from further participation, in which case the Party may select a new advisor of the Party's choice.

In the event a Party is not able to secure an advisor to attend a hearing and requests the College to provide an advisor, the College will provide the Party an advisor, without fee or charge, who will conduct questioning on behalf of the Party at the hearing. The College will have sole discretion to select the advisor it provides. The advisor the College provides may be, but is not required to be, an attorney.

The College will provide an advisor to any Party upon receipt of a request to the Title IX Coordinator. The College will provide an advisor for any Party at a hearing for the purpose of cross-examining a Party or witness.

B. Conflicts of Interest, Bias, and Procedural Complaints

The Title IX Coordinator, investigator, hearing officer, administrative officer, appeals officer, and alternative resolution facilitator must be free of any material conflicts of interest or material bias. Any Party who believes one or more of these officials has a material conflict of interest or material bias must raise the concern promptly so that the College may evaluate the concern and find a substitute, if appropriate. The failure of a Party to timely raise a concern of a conflict of interest or bias will result in a waiver of the issue for purposes of any appeal.

C. Objections Generally

Parties are expected to raise any objections, concerns, or complaints about the investigation, adjudication, and appeals process in a prompt and timely manner so that the appropriate College official may evaluate the matter and address it, if appropriate. All complaints, concerns, or other feedback relating to the administration of this policy generally or in a particular case should be submitted to the Title IX Coordinator, or to the College's President if the feedback is related to the Title IX Coordinator's execution of the Coordinator's responsibilities.

D. Treatment Records and Other Privileged Information

During the investigation and adjudication processes, the investigator and adjudicator are not permitted to access, consider, disclose, permit questioning concerning, or otherwise use:

- a Party's records that are made or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional acting in the professional or paraprofessional's capacity, or assisting in that capacity, and which are made and maintained in connection with the provision of treatment to the Party; or

- information or records protected from disclosure by any other legally-recognized privilege, such as the attorney client privilege

unless the College has obtained the Party's voluntary, written consent to do so for the purposes of the investigation and adjudication process.

Notwithstanding the foregoing, the investigator and/or adjudicator, may consider any such records or information otherwise covered by this section if the Party holding the privilege affirmatively discloses the records or information to support the Party's allegation or defense.

E. Sexual History

During the investigation and adjudication processes, a Complainant's sexual predisposition or prior sexual behavior are not relevant, unless questions and evidence about the Complainant's sexual predisposition or prior sexual behavior are offered to prove that someone other than the Respondent committed the conduct alleged, or if the questions and evidence concern specific incidents of the Complainant's prior sexual behavior with respect to the Respondent and are offered to prove consent. Notwithstanding the foregoing, a Complainant who affirmatively uses information otherwise considered irrelevant by this Section for the purpose of supporting the Complainant's allegations may be deemed to have waived the protections of this Section.

F. Respondent Withdrawal or Graduation Pending Disciplinary Charges

If a Respondent withdraws, graduates, resigns, or is otherwise separated from the College pending an investigation of a complaint of Sexual Harassment under this policy, the College may, in its discretion, expedite the disciplinary process as necessary to accommodate both the Complainant and the Respondent's interest in a speedy resolution and continue the investigation with or without the participation of the Respondent.

G. Relationship With Criminal Process

This policy sets forth the College's processes for responding to reports and Formal Complaints of Sexual Harassment. The College's processes are separate, distinct, and independent of any criminal processes. While the College may temporarily delay its processes under this policy to avoid interfering with law enforcement efforts if requested by law enforcement, the College will otherwise apply this policy and its processes without regard to the status or outcome of any criminal process.

XIII. Discretion in Application

A. Interpretation

The College retains discretion to interpret and apply this Policy in a manner that is not clearly unreasonable, even if the College's interpretation or application differs from the interpretation of the Parties.

The provisions of this Policy are not contractual in nature, whether in their own right, or as part of any other express or implied contract. Accordingly, the College retains discretion to revise this Policy and the Hearing Procedures at any time, and for any reason. The College may apply Policy revisions to an active case provided that doing so is not clearly unreasonable.

B. Other Sex and Gender-Based Misconduct

This policy applies only to Sexual Harassment as defined in this Policy. The College may refer and resolve complaints of other forms of sex and gender-based discrimination and harassment consistent with other institutional policies, including the College's Non-Discrimination Policy, Student Handbook, and Faculty Handbook.

C. Outside Appointments, Dual Appointments, and Delegations

The College retains discretion to retain and appoint suitably qualified persons who are not College employees to fulfill any function of the College under this policy, including, but not limited to, the investigator, hearing officer, administrative officer, alternative resolution facilitator, and/or appeals officer. The College also retains discretion to appoint two or more persons to jointly fulfill the role of investigator, hearing officer, administrative resolution officer, alternative resolution facilitator, and/or appeals officer.

The functions assigned to a given College official under this policy, including but not limited to the functions assigned to the Title IX Coordinator, investigator, hearing officer, administrative officer, alternative resolution facilitator, and appeals officer, may, in the College's discretion, be delegated by such College official to any suitably qualified individual and such delegation may be recalled by the College at any time.

D. Vendors, Contractors, and Third Parties

The College does business with various vendors, contractors, and other third parties who are not students or employees of the College. Notwithstanding any rights that a given vendor, contractor, or third-party Respondent may have under this policy, the College retains its right to limit any vendor, contractor, or third-party's access to campus for any reason. And the College retains all rights it enjoys by contract or law to terminate its relationship with any vendor, contractor, or third-party irrespective of any process or outcome under this policy.

E. Recordings

Wherever this policy specifies that an audio or video recording will be made, the recording will be made only by the College and is considered property of the College, subject to any right of access that a Party may have under this policy, FERPA, and other applicable federal, state, or local laws. Only the College is permitted to make audio or video recordings under this policy. The surreptitious recording of any meeting, interview, hearing, or other interaction contemplated under this policy is strictly prohibited. Any Party who wishes to transcribe a hearing by use of a transcriptionist must seek pre-approval from the hearing officer.

F. Amendment of Policy

Hebrew College reserves the right to amend or modify this policy at any time to better serve the community. Any changes will be posted on the Hebrew College webpage and will not apply to open cases at the time of the change, unless specifically stated to the involved parties.

As stated in the Hebrew College By-laws, currently the Standing Committees include:

Academic Affairs Committee. The Academic Affairs Committee shall, in cooperation with the President, study and appraise the quality of the College's academic programs and make such reports and recommendations to the Board as may be appropriate. The membership of the committee shall include: Board members; representatives of the academic administration and of the tenured faculty; and such other individuals from other academic institutions as the committee may choose to invite to provide insights from their relevant experience in areas of concern of the committee. The committee will concern itself, in consultation with the President, with policies of faculty appointment, promotion and compensation.

Development Committee. The Development Committee shall, in cooperation with the President, participate in the identification and development of strategic planning with regard to public relations and fund raising in order to assure the existence of a receptive atmosphere and the existence of effective plans and programs to meet the long term financial needs of the College. The Development Committee shall report to the Board regularly.

Finance Committee. The Finance Committee shall, in cooperation with the chief financial officer and the President, review annual operating and capital budgets. Subject to the scope of investment and spending policy guidelines established by the Board, the Committee shall supervise and have management of all investments of the College. The Committee shall recommend to the Board the employment of investment counsel and investment managers. The Committee shall regularly report on the status of the College's investments to the Board and shall at least annually prepare and submit to the Board a report on investment performance results.

The Committee shall, in cooperation with the chief financial officer, engage a firm or firms of appropriately qualified public accountants to carry out annual audits of the College and determine adequacy of its systems of financial controls and shall assess the performance of such public accountants. No less frequently than every four years, the Committee shall vote to reappoint or replace the public accountants. The Committee shall have oversight of the internal audit system of the College. The Committee is authorized to meet privately with the College's public accountants without the presence of College administrators, including the President.

Real Estate Committee. The Real Estate Committee shall plan, organize and lead the College's search for any relocation of the College's campus, including recommending and serving as liaison to one or more real estate brokers to assist in any such search. From time to time the Committee shall provide progress reports and make recommendations to the Board regarding any new location and the terms under which it recommends that the College lease, purchase or otherwise occupy the location.

Special and Ad Hoc Committees.

In addition to the Standing Committees described above, the current Ad hoc or special committees include: **Arts, Personnel, and Board of Managers. Investment Committee** is a subcommittee of Finance and that the **President Evaluation Committee** is a subcommittee of Governance. Each committee, standing or otherwise, has its own chair.

Hebrew College Board Committees and Chairs FY24: Rabbi Sharon Cohen Anisfeld as President, and Nancy Belsky, as Board Chair, are *ex officio* members of all committees **except** Presidential Evaluation.

Committee	Chair	Members
Academic Affairs Standing Committee Susie Tanchel	Sara Lee	Van Lanckton Susan Shevitz
Development Standing Committee Rosa Franck	Myra Snyder	Susan Schechter Deborah Feinstein Carol Targun* Monica Steiner* Laure Garnick Diane Troderman
Finance Standing Committee Keith Dropkin	David Hoffman	Mark Atkins Harvey Chasen Louis Grossman* Dan Miller* Myra Musicant Myra Snyder Andy Offit
Investment Keith Dropkin	Dan Miller*	Mark Atkins David Hoffman Myra Musicant Suzanne Priebatsch
Governance Standing Committee Rabbi Sharon	Steve Targum	Van Lanckton Susan Shevitz Myra Snyder Suzanne Priebatsch Michelle Black
Presidential Evaluation	Susan Shevitz <hr/>	Van Lanckton Susan Schechter Steve Targum

Hebrew College Board Committees and Chairs FY24: Rabbi Sharon Cohen Anisfeld as President, and Nancy Belsky, as Board Chair, are *ex officio* members of all committees **except** Presidential Evaluation.

<p>Arts Ad hoc Committee Rosa</p>	<p>Deborah Feinstein</p>	<p>Dorothea Buckler* Susan Schechter Joshua Meyer* Bette Ann Begelfer* Carol Targum* Anita Rabinoff- Goldman*</p>
<p>Board of Managers Ad hoc Committee</p>		<p>Andy Offit Susan Schechter Keith Drapkin</p>
<p>Personnel Committee Ad hoc Committee Rabbi Sharon</p>	<p>Rabbi Jevin Eagle</p>	<p>Tara Mohr Diane Troderman Andy Offit</p>
<p>Religious Leadership Pipeline Ad hoc Committee Rabbi Sharon Rabbi Justin David Jessica Myer</p>	<p>Rabbi Sharon</p>	<p>Avi Killip Tara Mohr Andy Offit Josh Foer*</p>
<p>Adult Learning and Engagement Ad Hoc Committee Susie Tanchel Rosa Franck</p>	<p>Susie Tanchel</p>	<p>Susan Snider* Suzanne Priebatsch Laure Garnick Nat Katz * Carol Targum *</p>
<p>Working Group on Music and Prayer Leadership Rabbi Justin David Rabbi Jessica Myer</p>	<p>Rabbi Steven Lewis</p>	

Hebrew College Board Committees and Chairs FY24: Rabbi Sharon Cohen Anisfeld as President, and Nancy Belsky, as Board Chair, are *ex officio* members of all committees **except** Presidential Evaluation.

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Hebrew College Board Chairs

Hebrew College is grateful to this extraordinary group of leaders.

Nancy Kaplan Belsky (2023-)
Andrew S. Offit (2017-2023)
Harold Kotler (2014-2017)
Susan Ain (2012-2013)
Ron Feinstein (2009-2012)
Mark Atkins (2008-2009)
Ted Cutler (2006-2008)
Lesley Bornstein Stacks (2005-2006)
Mickey L. Cail (2003-2005)
Dr. Norman B. Spack (2000-2003)
Theodore Teplow (1998-2000)
Herbert Berman (1988-1992)
Leon E. Brock (1985-1988)
Maxwell Breslau (1981-1985)
Solomon Kaufman (1976-1981)
Bernard Gould (1971-1976)
Philip Lown (1964-1971)
Leo Flax (1962-1964)
George Michelson (1959-1962)
Dr. Harry A. Savitz (1956-1959)
Benjamin A. Trustman (1953-1956)
Lewis H. Weinstein (1947-1953)
Abraham S. Hirshberg (1931-1947)
Dr. Leon Medalia (1927-1931)

HCCAA and Hebrew College Ordination Program Partnership

This document sets forth a vision of the partnership between the Hebrew College Clergy Alumni Association [HCCAA] and Hebrew College's cantorial and rabbinical program [the HCP]. The partnership's purpose is to establish and foster a lifelong community of students and alumni of HCP providing mutual support, ongoing learning, and spiritual growth to all participants.

The goals of the partnership include:

- Provide a rich array of continuing education opportunities for all alumni after ordination, including both text study and ongoing professional development in the work of their rabbinates.
- Strengthen the financial wellbeing of the HCP through cooperation in development efforts.
- Connect alumni and students with each other.
- Provide guidance by experienced cantors and rabbis to students in their final years as students and to newly ordained cantors and rabbis through one-to-one partnerships.

The elements of the partnership, elaborated below, are:

- Attendance by alumni at HCP and other Hebrew College programs
- Establish, maintain, and publicize to alumni the HCCAA website.
- Fully utilize the potential of the JAFTER and HCCAA email programs.
- Maintain the Graduate Guidance Program.
- Assist HCP students by accepting and nurturing them in internships at the places of employment of alumni.
- Assist in negotiation of engagement agreements for graduating HCP students and all alumni in HCCAA.
- Provide a robust program of online learning through Hebrew College.
- Encourage participation by alumni in local, state, and national cantorial and rabbinic organizations.
- Provide financial support for the placement services of HCP for both graduating students and all alumni.
- Assist with saving for retirement in a tax-advantaged plan for cantors and rabbis founded by the predecessor to HCCAA.

Attendance by alumni at HCP and other Hebrew College programs

HCCAA and the HCP encourage alumni to attend programs at HCP and elsewhere at Hebrew College. These include but are not limited to:

- Yom Iyyun programs
- Ta Sh'ma programs to recruit new students
- Annual winter seminar
- Regular alumni reunions
- Fundraising gala for the benefit of Hebrew College
- Commencement and ordination in late May or early June.

Establish, maintain, and publicize to alumni the HCCAA website.

HCCAA will establish and maintain a password-protected website. Features to be determined, likely including association documents such as the Codes of Ethics, the by-laws, the constitution, the mission statement, this partnership statement, models of cantorial and rabbinic programs including songs, music, sermons, lesson plans, and responses to frequently asked questions.

Fully utilize the potential of the JAFTER and HCCAA email programs.

HCCAA regularly reminds alumni, faculty and students of the rules governing the use of the JAFTER program for email communication and likewise regularly reminds alumni of the rules governing the HCCAA program for alumni. HCCAA also provides instructions for gaining access to archived conversations and to the files preserved at the related sites. HCCAA encourages members to add documents to those files for use by all members. HCCAA coordinates this work with the website described in item 2 above.

Maintain the Graduate Guidance Program.

HCCAA staffs and coordinates the HCP graduate guidance program. The program begins with a one-on-one connection made in the fall of each student's final year of study at the HCP. The graduate and the student meet monthly, in person or by video connection. The relationship continues for the first two years in the field as the experienced cantors and rabbis assist the new cantors and rabbis during their transition from the HCP to the workplace. Cantors and will serve as guides to graduating students and in their first two years of professional practice. HCCAA will invite all graduating students and all alumni with at least two years of professional experience to participate. HCCAA will make matches using a combination of the wishes of the guides and the graduating students and the nature of each participant's work. HCCAA gathers feedback on the most useful forms of interactions and provides that information to participants.

Internships

THE HCP continues to place students in internships, taking special care to assure that alumni are encouraged to accept students as interns where the alumni are employed.

Negotiation of engagement agreements

HCCAA provides assistance in negotiating both initial and subsequent engagement agreements for Shanah Heh students and for alumni. HCCAA charges a fee of two tenths of one percent of the first year compensation negotiated.

Online learning through Hebrew College

THE HCP advises alumni of online learning opportunities.

Participation by alumni in local rabbinic organizations

HCCAA encourages alumni to join the rabbinic organizations in their communities, such as the Massachusetts Board of Rabbis.

Placement services

THE HCP provides placement services to Shanah Heh students and to alumni. *THIS SECTION SHOULD AT SOME POINT ADDRESS THE NEED TO EXPAND THE CAPACITY OF THE HCP TO DO THIS WORK AS THE NUMBER OF STUDENTS AND ALUMNI INCREASES BEYOND THE ABILITY OF ONE PERSON TO HANDLE ALL THE PLACEMENT NEEDS OF BOTH STUDENTS AND ALUMNI.*

CODE OF ETHICS

Rabbinical Program of Hebrew College

עֲשֵׂה לְךָ רֵב, וּקְנֵה לְךָ חֵבֵר, וְהוּי דוֹ אֶת כָּל הָאָדָם לְכַף זְכוּת :

Make for yourself a teacher and acquire for yourself a companion,
and judge every person favorably.

Avot 1:6

1860 Washington St.
Newton MA, 02466
617-559-8600
Adopted June 1, 2008
Amended July 1, 2010

Adopted June 1, 2008
Amended July 1, 2010
Amended January 2021

PREAMBLE

This Code of Ethics (“Code”) was issued in 2008 by the Hebrew College Rabbinical School, as it was then known, and endorsed by its Alumni Association. The Code is now reissued by the Graduate Leadership Program of Hebrew College and endorsed by the Hebrew College Alumni Association for Rabbis and Cantors.

The following principles have guided this work and should be considered whenever appropriate in interpreting this Code.

It is a fundamental principle of Jewish conduct that human beings are created *B’tselem Elohim* (in the image of God). Treating each person as having infinite value, as a subject and not an object, is central to Jewish ethics.

Rabbis are responsible for their moral conduct. Many aspects of rabbinic moral conduct are addressed in this Code, but no code, no matter how thorough, can anticipate every behavior and regulate it. Sound personal judgment will inevitably play a role in ethical behavior.

Rabbis are both advocates for Jewish moral life and its custodians. These roles, as well as norms of professional behavior, should be reflected in the actions and speech of rabbis.

The relationship between a rabbi and any person receiving professional services from the rabbi depends upon a mutual expectation that the relationship will remain primarily professional and pastoral. Effective rabbinic work of necessity involves conveying empathy, connection, and warmth to those whom rabbis serve, which can sometimes blur boundaries inappropriately. Despite difficult dilemmas often encountered in negotiating these relationships, a rabbi is primarily responsible for establishing and preserving appropriate boundaries that ensure the integrity of the relationship.

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1 **ARTICLE I. STATEMENT OF PURPOSE AND FUNCTION**

2 Every graduate of Hebrew College ("College") ordained as a rabbi ("Rabbi") by
3 the faculty of the College is committed to act in an ethical manner in accordance
4 with this Code of Ethics. This Code relies on Jewish values and acts as a code of
5 behavior to which Rabbis are held accountable. A Rabbi who belongs to another
6 rabbinical association that has a code of ethics or its equivalent, however, is bound
7 by that code of ethics or its equivalent rather than by Articles IV through X of this
8 Code, while remaining subject otherwise to the provisions of this Code.

9 **ARTICLE II. DEFINITIONS**

10 As used in this Code the following terms have the following meanings and are
11 capitalized in this Code:

12 **Association**

13 "Association" means the Hebrew College Alumni Association for Rabbis and
14 Cantors.

15 **Chair**

16 "Chair" means Chair of the Ethics Committee.

17 **College**

18 "College" means Hebrew College, a private college organized in Massachusetts in
19 1921 and in continuous existence thereafter.

20 ***Congregant***

21 "*Congregant*" means anyone served professionally by a Rabbi whether or not the
22 person is a member of or affiliated with the Rabbi's Institution. Because the term
23 is defined so broadly, and to avoid the error that the term might be construed to
24 be limited to apply only to a member of a synagogue, the term appears in *italics*
25 throughout this Code.

26 **Dean**

27 "Dean" means the Dean of Graduate Leadership Programs of the College.

28 **Ethics Committee**

29 "Ethics Committee" means the committee appointed in accordance with
30 Article XII, Section D, and charged with receiving, reviewing and disposing of
31 complaints under this Code.

1 **Institution**

2 "Institution" means any entity served professionally by a Rabbi, including without
3 limitation a havurah, hospital, minyan, school, senior care facility, synagogue,
4 temple or other organization.

5 **Investigation Committee**

6 "Investigation Committee" means the committee appointed pursuant to
7 Article XIII, Section F, to investigate complaints.

8 **Placement Director**

9 "Placement Director" means the individual employed by the School charged with
10 the responsibility for assisting graduates of the School with professional
11 placement.

12 **Rabbi**

13 "Rabbi" means any graduate of the College ordained as a rabbi by the faculty of
14 the College.

15 **ARTICLE III. GENERAL PRINCIPLES**

16 **Section A. Sacred Vocation**

17 The rabbinate is not only a profession. It is a sacred vocation whose dignity Rabbis
18 have an obligation to protect.

19 **Section B. Avoiding Appearance of Impropriety**

20 As public figures, Rabbis should be especially conscious of the importance not
21 only of avoiding impropriety but also of avoiding *marit ayin* (the appearance of
22 impropriety).

23 **Section C. Offering Moral Feedback and Admonition**

24 Rabbis have an obligation to offer *tokhekha* (moral feedback and admonition) when
25 they become aware of improprieties, whether those of a colleague, an organization
26 or another individual. *Tokhekha* might involve urging those involved to seek help
27 appropriate to the situation, as well as to change subsequent actions. Only through
28 a covenant of shared responsibility and a joint effort can Rabbis uphold Jewish
29 communal standards.

30 **Section D. Reporting Serious Violations**

31 A Rabbi who has direct personal knowledge of a serious violation of the Code that
32 has caused harm to a person or Institution must file a complaint pursuant to
33 Section B(c) of Article 12, but may do so only in compliance with the requirements
34 of Section B(c).

1 **ARTICLE IV. HONESTY IN RESUMES AND SCHOLARSHIP**

2 **Section A. Credentials**

3 Rabbis are often asked to provide credentials, biographical statements and
4 *curricula vitae*, and to describe their education, training, and experience. Any
5 misrepresentation or gross exaggeration in any such document – regardless of
6 whether it is related to employment – is a breach of ethics.

7 **Section B. Crediting Authors**

8 Rabbis may draw upon the work of others when they speak or teach, but Rabbis
9 must avoid claiming or implying that the work of others is their own work.
10 Repeated and serious violations of this principle may be an ethical violation.

11 **ARTICLE V. CONFIDENTIALITY**

12 **Section A. Maintaining Confidentiality**

13 Rabbis must maintain confidentiality of private communication except when
14 doing so would involve a significant threat of substantial harm to the speaker, to
15 another person or to the community or Institution or as otherwise provided in this
16 Article.

17 **Section B. Exception for Mandatory Reporting**

18 The obligation of confidentiality does not apply to cases where reporting is
19 required by law. Rabbis are obligated to become familiar with the reporting
20 required in their locale. Even where there is no express legal reporting
21 requirement, the disclosure of confidential information may be necessary in
22 matters of *pikuah nefesh* (saving a life) and *lo ta'amod al dam rey'ekha* (acting to
23 protect others).

24 **Section C. Permission to Divulge**

25 Occasionally, for personal or professional reasons, a Rabbi may wish to divulge
26 confidential information where the Rabbi is not obliged to do so. A Rabbi can
27 resolve this conflict of interest only by obtaining the permission of the people
28 involved or as provided in this Article.

29 **Section D. Seeking Confidential Advice**

30 The Rabbi who seeks the confidential advice of another professional in handling a
31 difficult situation or in professional supervision is not considered to be violating
32 the commitment to confidentiality, provided that the Rabbi takes reasonable
33 precautions such as withholding names and unnecessary personal information.

1 **Section E. Professional Care Teams**

2 When Rabbis are members of a professional care team (e.g., in a hospital or agency
3 setting or when several Rabbis serve the same Institution), they may share
4 confidential information as needed. Even in team settings, Rabbis should balance
5 confidentiality and rabbinic care, sharing only the minimum amount of
6 confidential information needed in a specific situation.

7 **Section F. Information in Electronic Form**

8 The development of diverse means of data storage and communication has
9 heightened the likelihood that information will be inadvertently and
10 inappropriately shared. Rabbis should carefully control access to their computers
11 if they contain confidential data. Email communications are not confidential and
12 should therefore be rarely, if ever, used to communicate confidential information.

13 **ARTICLE VI. FINANCIAL TRUST**

14 **Section A. Avoid Any Exploitation**

15 It is improper to exploit pastoral or professional relationships for undue personal
16 financial gain.

17 **Section B. Limit Financial Relationships With Institutions And**
18 ***Congregants***

19 The full scope of rabbinic compensation and expense reimbursement should be
20 made clear by contract, including the terms of any loans to be made to the Rabbi.
21 Rabbis should not borrow money from an Institution served by the Rabbi except
22 as provided in the Rabbi's contract and should not enter into any other financial
23 arrangements with the Institution such as jointly entering into business ventures.
24 A Rabbi should not have any such financial relationships with a *Congregant*.

25 **Section C. Avoid the Appearance of Impropriety**

26 When a Rabbi has access to Institutional funds, the Rabbi is obliged to avoid even
27 the appearance of impropriety. Rabbis must follow the Institution's procedural
28 rules for expenditures, spending only in support of the purposes of the Institution
29 and avoiding any personal or familial benefit from such expenditures.

30 **Section D. Discretionary Funds**

31 Rabbis who manage discretionary funds should have an explicit agreement with
32 the Rabbi's Institution regarding the permitted scope of use of those funds and are
33 obliged to use the funds within the scope of that agreement and for legitimate
34 charitable purposes. Rabbis should keep a proper accounting of the income and
35 expenditure of such funds and comply with relevant law and tax regulations.
36 Because these change over time, Rabbis should check the standards of compliance

1 as needed in order to remain currently aware of such standards. Rabbis should
2 ensure that their discretionary funds are reviewed or audited annually or that the
3 Institution in some other manner is made aware of the receipt and disposition of
4 moneys in such funds, at least by category. Discretionary fund expenditures may
5 not be used for the benefit of the Rabbi or the Rabbi's family or for any other
6 purpose that is beyond the scope of the fund.

7 **Section E. Paying Taxes**

8 Rabbis must comply with all applicable laws in reporting tax liabilities and paying
9 them.

10 **ARTICLE VII. SEXUAL ETHICS**

11 **Section A. Sexual Harassment**

12 It is unethical for a Rabbi to engage in sexual harassment. Sexual harassment can
13 involve deliberate or repeated seductive speech, sexual comments, gestures or
14 physical contacts. It may include unwelcome sexual advances, requests for sexual
15 favors and other verbal or physical conduct of a sexual nature. This applies to
16 verbal, written and electronic communication.

17 **Section B. Sexual Activity Without Consent**

18 It is unethical to engage in, or attempt to engage in, sexual activity with a minor,
19 with an unwilling adult or with an adult who has a limited capacity to give full
20 and informed consent.

21 **Section C. Honor Marital Relationships and Their Equivalents**

22 Rabbis are expected to honor the sexual boundaries of all marital relationships and
23 their equivalents, both their own and those of other people.

24 **Section D. Caution Regarding Relationships With *Congregants***

25 Any emotionally intimate or romantic relationship between a Rabbi and a
26 *Congregant* is problematic and has the potential to become unethical even if no
27 sexual activity is involved. Such a relationship may compromise and consequently
28 might necessitate terminating the Rabbi's relationship with the *Congregant* or the
29 Rabbi having to withdraw from the Institution in order to continue the
30 relationship. Rabbis need to be aware of the risks involved for both parties in such
31 relationships. Rabbis are strongly urged to seek guidance from an experienced
32 colleague or other professional before beginning such a relationship.

33 **Section E. Lapse of Time After Professional Relationship**

34 When a Rabbi has had a significant professional relationship with a *Congregant*, it
35 may be necessary for a considerable amount of time to pass before the Rabbi can

1 allow the relationship to become romantic or sexual. This is so because of the
2 power imbalances between Rabbis and *Congregants*. Until that time has elapsed,
3 when applicable, such a relationship is unethical even if welcomed by the
4 *Congregant*. The Rabbi bears responsibility for not exploiting the pastoral
5 relationship. In addition to the time lapse – which in some cases may require
6 waiting a year or more – joint counseling may be advisable. The Rabbi should
7 seek advice from an experienced colleague in exploring the propriety of the
8 relationship for both parties. The *Congregant* should be encouraged to consider
9 whether the *Congregant* is freely entering a new stage in the relationship. Some
10 states and professional organizations prohibit sexual relationships for longer
11 periods following the termination of a pastoral or counseling relationship; it is the
12 Rabbi's responsibility to know the applicable rules. The Ethics Committee will
13 consider complaints of violation of this Section only if brought by the affected
14 *Congregant*.

15 **Section F. Relationships with Volunteers**

16 Rabbis often work with volunteers who may or may not be *Congregants*. In
17 addition to the limitations on entering into a romantic or sexual relationship with
18 a *Congregant* described elsewhere in this Code, a Rabbi must exercise caution
19 before entering into a romantic or sexual relationship with a volunteer in the same
20 Institution where the Rabbi works. Such relationships are problematic and have
21 the potential to become unethical. A Rabbi involved in such a relationship should
22 disclose it to appropriate staff members and lay leaders if there is the possibility
23 of a conflict of interest or the appearance of one. Rabbis are strongly urged to seek
24 the guidance of an experienced colleague or other professional regarding issues
25 that may arise as a result of such relationships before entering into one.

26 **Section G. Relationships with Colleagues**

27 Any sexual or romantic relationship between colleagues or co-workers is fraught
28 with risks for both parties. These risks include ambiguity about roles, effects on
29 relationships with lay leaders and other staff members, and the future of both
30 parties in the Institution. Ethical and professional risks are more likely to arise if
31 one colleague is the supervisor or perceived superior of another. Rabbis are
32 strongly urged to seek guidance from an experienced colleague or other
33 professional before beginning a relationship with a colleague or co-worker.

34 **ARTICLE VIII. PASTORAL OBLIGATIONS**

35 **Section A. Meeting Pastoral and Life-cycle Needs**

36 Rabbis have an obligation to meet the pastoral and life-cycle needs of those whom
37 they serve when that is part of the Rabbi's job description, unless doing so violates
38 the Rabbi's professional standards or personal religious practice. Expectations
39 regarding a Rabbi's pastoral obligations should be shaped in part by recognition

1 of the Rabbi's obligations, health, family and other commitments. Rabbis have a
2 secondary pastoral responsibility to those with whom they come into contact
3 through fulfilling their professional obligations.

4 **Section B. Misinterpretation Of Caring Behavior**

5 Behavior that is intended to communicate caring can occasionally be
6 misinterpreted as an inappropriate blurring of boundaries. Rabbis should be
7 attentive to the complexities of transference and counter-transference. Rabbis are
8 obliged to be especially sensitive to the danger of misperception and to avoid
9 behavior such as forms of touch and closeness that could reasonably be
10 misconstrued.

11 **Section C. Avoid Misconstrued Relationships**

12 If a *Congregant* misconstrues rabbinic concern as arising from the Rabbi's romantic
13 or sexual interest, the Rabbi must state unequivocally to the *Congregant* that such
14 a relationship is not possible. In such a situation, the Rabbi is strongly urged to
15 seek advice from colleagues and, where appropriate, other professionals.

16 **Section D. Striving To Avoid Completely Private Counseling**

17 Recognizing that pastoral counseling requires some measure of privacy, Rabbis
18 should nevertheless strive to avoid situations that might lead to inappropriate
19 behavior or suspicion of such behavior when counseling an individual. Rabbis
20 should therefore avoid to the extent reasonably possible having counseling
21 meetings that are completely private or in isolated settings.

22 **Section E. Referrals**

23 When needed counseling exceeds the Rabbi's expertise or the time that the Rabbi
24 can allot, the Rabbi should refer to appropriate professionals.

25 **ARTICLE IX. RABBINIC SERVICES IN SYNAGOGUES**

26 **Section A. Life-cycle Events For Synagogue Members**

27 A Rabbi serving a synagogue full time must not charge a synagogue member for
28 counseling or for performing life-cycle events for the member or for residents of
29 the member's household. If, following officiation, a synagogue member chooses to
30 make a donation to the Rabbi's discretionary fund or to another *tzedaka* in the
31 Rabbi's honor, it is normal practice to accept such a donation.

32 **Section B. Exercising Caution In Accepting Gifts From Members**

33 If a member of a synagogue offers a personal gift to the Rabbi who is serving that
34 synagogue, the Rabbi should exercise caution and should decline to accept a gift
35 of unusual value. Accepting gifts may create the appearance, expectation or

1 actuality of undue influence. Many Rabbis choose not to accept personal gifts. If a
2 Rabbi does accept a gift, the Rabbi should be attentive to tax consequences and the
3 possibility that the gift will be construed by the tax authorities as payment for
4 services rendered and therefore included in reportable income.

5 **Section C. Acceptance of Payments by a Part-time Rabbi**

6 A Rabbi who is engaged by a synagogue on a part-time basis may accept payment
7 from a member of the synagogue for services rendered unless the Rabbi's contract
8 with the synagogue explicitly prohibits doing so. If the contract expressly permits
9 such payments, the contract should establish the amount to be charged for each
10 service rendered. If a Rabbi provides a service in excess of the terms of the contract,
11 it is appropriate for the Rabbi to be suitably compensated.

12 **Section D. Services to Non-members**

13 If nothing in a job description or contract of a synagogue's Rabbi precludes it, a
14 Rabbi may officiate at a life-cycle event of a person who is not a member of the
15 synagogue and may provide other rabbinic service for such a person. In such cases,
16 it is customary for Rabbis to receive an appropriate honorarium. To avoid
17 misunderstandings, the Rabbi should state the fee to be charged clearly at the
18 outset, before rendering the service. The probability of a misunderstanding can be
19 reduced by using a letter of agreement that specifies the terms of the Rabbi's
20 participation, including timing and location, cancellation arrangements, the terms
21 regarding fees and expenses and other specifics.

22 **ARTICLE X. SECULAR LAW**

23 **Section A. Criminal Investigations Or Prosecutions**

24 Any Rabbi who is notified of the commencement of an investigation by law
25 enforcement authorities or arrested or otherwise charged with any violation of law
26 that concerns conduct that would be a violation of this Code or involves a crime
27 of moral turpitude shall, as soon as practicable, report the matter to the Dean. The
28 Dean shall treat the matter as if a complaint had been filed under this Code and
29 process the complaint as provided in this Code.

30 **Section B. Criminal Convictions**

31 If any Rabbi is convicted of an offense that concerns conduct that would be a
32 violation of this Code or is a crime of moral turpitude, the Chair shall promptly
33 upon learning of the conviction treat the matter as if a complaint had been filed
34 under this Code and process the complaint as provided in this Code.

1 **Section C. Conscientious Objection And Civil Disobedience**

2 Instances of conscientious objection or civil disobedience generally constitute
3 exceptions to the obligation to follow secular law. Often a valid test of whether an
4 act of lawbreaking involves civil disobedience or conscientious objection is
5 whether the Rabbi involved is prepared to publicize the act and be arrested for it.
6 The procedures in Sections A and B nevertheless apply in such a case, but the
7 Ethics Committee shall consider whether an act was one of conscientious objection
8 or civil disobedience if the Rabbi asserts that it was and shall take that into account
9 in deciding upon the proper disposition of the matter.

10 **ARTICLE XI. GENERAL ETHICS COMMITTEE PRINCIPLES**

11 **Section A. Purpose of Procedures**

12 The purpose of the procedures set forth in this Code is to determine whether a
13 Rabbi has acted unethically in a manner affecting the Rabbi's professional role and,
14 if so, what steps should be taken to respond to the situation.

15 **Section B. Concern for Fairness**

16 These procedures are based on a concern with fairness and with the protection of
17 the Rabbi, the complainant, the Institution and all other affected parties. Respect
18 for all parties shall be shown at all times.

19 **Section C. Nature of Investigations**

20 Investigations under this Code shall operate on principles of fairness, but are not
21 bound by rules of criminal or civil courts. Disputed matters shall be decided on
22 the basis of a preponderance of the evidence, also known as the greater weight of
23 the evidence, but need not be determined beyond a reasonable doubt.

24 **Section D. Costs of Investigation**

25 The School undertakes to bear the reasonable costs of investigating a complaint,
26 including those associated with the Investigation Committee visiting the affected
27 community to gather information where necessary.

28 **ARTICLE XII. ETHICS COMMITTEE PROCEDURES**

29 **Section A. Matters Concerning Which Complaints May Be Filed**

30 A complaint may be filed that a Rabbi has violated any provision found in Articles
31 IV through X of this Code, but only in a case where a person or Institution has
32 directly suffered harm as a result of the Rabbi's violation of that provision.

33 **Section B. Who May File Complaints**

34 A complaint meeting the requirements of Section A may be filed by:

1
2 (a) the person who directly suffered the harm described in Section A;

3
4 (b) an authorized officer of the Institution that directly suffered the harm (in which
5 case proof of the authority of the officer to file the complaint shall be included with
6 the complaint); or

7
8 (c) a colleague of the Rabbi if the colleague has direct personal knowledge that a
9 person or Institution has directly suffered the harm. Before a colleague files such
10 a complaint, however, the colleague must make certain that the person or
11 Institution wishes to have the complaint filed and the complaint must state both
12 the basis for that certainty and the basis for the colleague's direct personal
13 knowledge of the violation.

14 **Section C. Actions Of The Dean**

15 The Dean is the designated person to receive complaints. Whenever in this Code
16 a power or duty is assigned to the Dean, the Dean may in the Dean's sole discretion
17 exercise that power or discharge that duty personally or through a person
18 designated by the Dean except where otherwise specified.

19 **Section D. Composition of Ethics Committee**

20 When the Dean receives a complaint, the Dean shall promptly appoint a committee
21 of either three or five persons that shall serve as the Ethics Committee for purposes
22 of that complaint. The Dean shall select persons who are either members of the
23 School faculty or administration or members of the School's Rabbinic Advisory
24 Board or members of the Association; provided that, if the Dean appoints a five-
25 member committee, one member may be a person who is not a rabbi but who
26 possesses professional qualifications relevant to the subject of the complaint. The
27 Dean shall personally serve as Chair and as one of the members of the Ethics
28 Committee for each complaint except that, if the Dean has a close relationship to
29 one of the parties or if any other circumstance creates a conflict of interest or the
30 appearance of a conflict of interest in the sole discretion of the Dean or if the Dean
31 for other good cause must delegate the role of Chair to another person, then the
32 Dean shall appoint another member of the School faculty or administration to
33 serve as Chair of the committee. In such a case the Dean shall consult with the
34 President of the Association to determine who will serve in lieu of the Dean.

35 **Section E. Conflict of Interest**

36 No person shall serve on an Ethics Committee in any case, and no member of the
37 Association Board of Directors shall participate in the consideration of an appeal
38 of any case, in which he or she has a close relationship to one of the parties or in
39 which any other circumstance creates a conflict of interest or the appearance of a
40 conflict of interest.

1 **Section F. Standards Governing Complaints**

2 The Ethics Committee appointed with respect to a complaint must initially
3 determine whether the complaint contains sufficient information to warrant
4 investigation. No complaint will be investigated that does not contain specific
5 information about the approximate date or dates, location, and type of alleged
6 misconduct.

7 **Section G. Time To File Complaints**

8 A complaint must be presented as soon as reasonably possible after an alleged
9 violation. The Ethics Committee may dismiss a complaint without investigation if
10 the time that has elapsed between the time of the alleged conduct and the filing of
11 the complaint will unduly compromise the ability of the Committee to carry out a
12 fair investigation.

13 **Section H. Report To Authorities Where Legally Required**

14 In any case involving specific allegations of activity that must be reported to legal
15 authorities (e.g., abuse of a minor), the Chair shall immediately cause the matter
16 to be reported to the appropriate legal authorities unless the Chair determines that
17 the appropriate legal authorities have already been properly notified.

18 **Section I. Consultation**

19 The Chair may seek advice at any stage from professionals and others who have
20 expert knowledge useful in the particular case at hand. In any such consultation
21 the Chair shall preserve the confidentiality of all parties whenever possible.

22 **Section J. Variation In Time Table**

23 The time limits set forth in this Code are intended to be met in order to provide
24 both a prompt and fair inquiry. The Chair may extend a deadline on the initiative
25 of the Ethics Committee for good cause. If both the complainant and the Rabbi
26 request that a time limit set forth in this Code be extended, the Chair shall grant
27 the request. If either party requests an extension alone the request will be
28 considered and may be granted but only if good cause has been shown, the
29 requesting party certifies that the consent of the other party has been sought but
30 denied, and the non-consenting party has been given an opportunity to state that
31 party's objection to the extension. The Chair will communicate to all affected
32 parties, in writing, any substantial delays.

33 **Section K. Confidentiality**

34 The confidentiality of all parties shall be preserved throughout the process unless
35 they request otherwise, except as otherwise provided in this Section and elsewhere

1 in this Code.¹ When it is deemed to be in the best interest of protecting the public
2 or the Association and its members, the Chair may respond to inquiries about
3 allegations regarding a specific Rabbi. The Chair may reveal that:

- 4
- 5 (a) an investigation of the alleged violation is underway;
 - 6
 - 7 (b) the investigation has been resolved but the resolution is confidential;
 - 8
 - 9 (c) the member has been exonerated by a finding of no action;
 - 10
 - 11 (d) the member has been reprimanded with specified terms of probation,
12 suspended or expelled.
 - 13

14 No other details are to be revealed except to the extent that the Rabbi requests that
15 details be revealed, and in that case, the identity of the complainant shall be
16 preserved unless the complainant joins in requesting that the Chair reveal the
17 complainant's identity.

18 **Section L. Written Records**

19 The Chair shall see that written records are kept at all stages of the proceedings
20 and that the records are protected to the extent possible from public disclosure.
21 The Chair shall not voluntarily release records, even if requested in connection
22 with a legal proceeding, unless a valid subpoena has been served describing
23 particularly the records sought by the subpoena.

24 **Section M. Proceeding To Be Completed By A Finding**

25 The investigation of a complaint under this Code concerns the ethical integrity of
26 the Rabbi. Once a determination has been made under Article XIII, Section F, to
27 investigate a complaint, the matter shall not be concluded automatically merely
28 on the basis of the Rabbi's resignation of employment or from the Association. If
29 the complainant withdraws the complaint, as for example when a Rabbi makes a
30 financial settlement with the complainant, the Ethics Committee may, in its
31 discretion, discontinue the proceeding if the Ethics Committee determines that the
32 complainant has withdrawn the complaint voluntarily and further determines that
33 the public interest will not be served by continuing to pursue the matter to a
34 finding.

¹ See, e.g., Section H, above, on notice to be given to legal authorities where required by law; Article XIII, Section J, on notice to be given to affected Institution; Article XV, Section C, on notification of Ethics Committee actions; and Article XVII, on notices to be given of final actions.

1 **Section N. Non-participation of Rabbi**

2 If the Rabbi refuses to respond or cooperate, the Investigation Committee and the
3 Ethics Committee will still proceed, bearing in mind the presumption of innocence
4 and all other applicable principles in this Code.

5 **ARTICLE XIII. INVESTIGATION PRINCIPLES**

6 **Section A. Determinations Of Cause To Investigate**

7 The Chair, in consultation with at least one member of the Ethics Committee, shall
8 determine within fourteen days of the Chair's receipt of the complaint whether
9 there is sufficient cause to investigate the complaint. In making this determination,
10 the Chair shall determine whether the allegations in the complaint, if they were
11 found to be true after investigation, would constitute a violation of this Code.

12 **Section B. Informal Discussions And Resolution;**

13 Before making the determination whether to investigate the complaint formally
14 the Chair may engage in discussions with the complainant and the Rabbi to
15 explore the prospects for a negotiated or mediated or other informal resolution of
16 the matter.

17 **Section C. Determination Not To Investigate**

18 If the Chair determines under Section A that there is not sufficient cause to
19 investigate the complaint, the Chair shall cause the complainant to be notified in
20 writing of that determination and the reasons for it and shall close the file on that
21 complaint.

22 **Section D. Procedures After Chair's Determination to Investigate**

23 If the Chair determines that the complaint will be investigated, the Chair shall
24 cause the procedures in this Article to be followed.

25 **Section E. Notice To Complainant**

26 The Chair shall cause the complainant to be notified in writing that the complaint
27 will be investigated and sent a copy of this Code. The notice to the Complainant
28 shall state that the Rabbi will be informed of the complaint.

29 **Section F. Appointment Of Investigation Committee**

30 The Chair shall, within fourteen days of the determination to investigate, appoint
31 an Investigation Committee of at least two to investigate the complaint in person.
32 At least one member of the Investigation Committee shall be an Association
33 member.

1 **Section G. Assistance To Complainant**

2 The Chair may offer to assist in finding a trained victim advocate or other person
3 to serve as advocate and assist the complainant in these procedures. The advocate
4 shall not be a member of the Ethics Committee. The Chair may also offer referrals
5 for rabbinic support to the complainant.

6 **Section H. Notice To Rabbi**

7 As soon as possible after the determination to investigate, and no later than the
8 appointment of an Investigation Committee, the Chair shall cause notice to be
9 issued to the Rabbi at the Rabbi's address in the records of the Association. The
10 notice shall include the specific allegation or allegation in sufficient detail to permit
11 a written response. The notice shall include a request that the Rabbi submit a
12 written response within fourteen days. If the Rabbi fails to respond or participate,
13 the investigation will still continue.

14 **Section I. Assistance To Rabbi**

15 The Rabbi may request the assistance of a member of the Association or other
16 person to serve as advocate and assist him or her in these procedures. If the Rabbi
17 wishes, the Chair may assist in designating an advocate for her or him. The
18 advocate shall not be a member of the Ethics Committee.

19 **Section J. Notice To Affected Institution**

20 After notifying the Rabbi and receiving the Rabbi's written response (or at the
21 expiration of fourteen days from the date of notice to the Rabbi, in cases where the
22 Rabbi files no written response), but before any interviews scheduled by the
23 Investigation Committee, the Chair shall notify the president or another
24 appropriate officer of the Rabbi's current Institution of the allegations, without
25 revealing names given in confidence. With the Rabbi's consent, the Chair shall
26 include with any notice under this paragraph the substance of the Rabbi's written
27 response. The Chair shall provide to the current Institution's president a summary
28 of the time lines and procedures under this Code as well as a copy of this Code.
29 The Chair shall also provide information on resources available to the Institution
30 for such situations. The Chair shall cause the Rabbi to be informed of this
31 notification. The Chair will emphasize to the president the desirability of
32 confidentiality.

33 **Section K. Placement**

34 If the Rabbi chooses to use the School's placement service while the matter is under
35 investigation, the Dean shall inform the Placement Director that there is an
36 investigation under way. If any Institution is seriously considering engaging the
37 Rabbi while the investigation is under way, the Placement Director shall inform

1 that Institution of the investigation before the Institution makes a final decision on
2 hiring.

3 **ARTICLE XIV. INVESTIGATION COMMITTEE PROCEDURES**

4 **Section A. Meeting With Complainant**

5 The Investigation Committee will meet with the complainant and hear the details
6 of the complaint. At its discretion, the committee may verbally inform the
7 complainant of the substance of the Rabbi's written response. The complainant
8 may recommend other individuals to be interviewed by the committee.

9 **Section B. Meeting With Rabbi**

10 The Investigation Committee will meet with the Rabbi and present the allegations
11 and hear further details of the response. The Rabbi may recommend other
12 individuals to be interviewed by the committee.

13 **Section C. Meeting Of Complainant And Rabbi Not Required**

14 The Investigation Committee will not require the complainant to meet with the
15 Rabbi but such a meeting may be arranged with the full mutual consent of the
16 complainant and the Rabbi if, in the judgment of the Investigation Committee,
17 such a meeting is likely to prove beneficial.

18 **Section D. Information From Other Sources**

19 In consultation with the Chair, the Investigation Committee may solicit
20 information from others who have direct knowledge relevant to the allegations
21 including, but not limited to, the sources identified in Sections A and B of this
22 Article.

23 **Section E. Investigation Committee Report**

24 Within four weeks of appointment (i.e., no more than eight weeks from the filing
25 of a written complaint) the Investigation Committee shall present a written report
26 to the Ethics Committee, with the results of its investigation.

27 **Section F. Notice Of Report**

28 The Chair shall promptly provide to the complainant and to the Rabbi copies of
29 the Investigation Committee's written report and shall invite their comments on
30 the report.

1 **ARTICLE XV. FURTHER ETHICS COMMITTEE PROCEDURE**

2 **Section A. Ethics Committee Meeting**

3 The Ethics Committee shall meet within four weeks of receipt of the written report
4 (i.e., no more than twelve weeks from the receipt of the written complaint). In
5 addition to the report of the Investigation Committee, the Ethics Committee shall
6 consider any comments received from the complainant and the Rabbi and may
7 receive additional written statements from either of them or their advocates.

8 **Section B. Meeting With Mental Health Professional**

9 The Ethics Committee may recommend that the Rabbi meet with a mental health
10 professional with relevant experience. This mental health professional will be
11 chosen by the Ethics Committee for a professional assessment to be communicated
12 to the committee.

13 **Section C. Ethics Committee Actions, Reasons And Notification**

14 The Ethics Committee may take a number of actions, including but not limited to
15 those set forth below. The Ethics Committee shall state its reasons for the action it
16 has chosen to take and shall notify the complainant, the Rabbi and, where relevant,
17 the affected Institution. The notice shall also describe the right of appeal and
18 summarize the appeal process as set forth in Article XVI and shall explain that the
19 Ethics Committee action is not a final action and does not take effect until any
20 appeal has been concluded or the time to take an appeal has expired, whichever
21 first occurs.

22

23 (a) **No Cause for Action** – This action is appropriate when the
24 allegations of the complaint have not been established to the
25 satisfaction of the Ethics Committee or where, even if established, the
26 conduct in question does not involve a violation of this Code
27 requiring action by the Ethics Committee.

28

29 (b) **Advisory** – This action is an educational message to the Rabbi for an
30 inadvertent or minor violation. It may include recommendations.

31

32 (c) **Reprimand** – This action is a significant reproof or rebuke of a Rabbi. It
33 is based upon an assessment that the reprimand is adequate to ensure that
34 the unethical or inappropriate actions will not reoccur and where the
35 committee feels that the Rabbi can continue to function as a Rabbi. A
36 reprimand may include probation (defined below in Section D).

37

38 (d) **Suspension** – This action is a discontinuation of membership privileges
39 in the Association for a fixed period of time, including but not limited to a

1 discontinuation of eligibility for the School's placement services. This
2 action is taken in a case where there is a major ethics violation and the
3 continued functioning of the Rabbi may be threatening to the well-being of
4 the Rabbi or others, but where a period of therapy or other treatment may
5 result in the Rabbi's future return to the active rabbinate. A Rabbi under
6 suspension may not take any active role in the Association. The Executive
7 Vice President will communicate the suspension to Association members.
8 This action is automatically combined with probation.
9

- 10 (e) **Expulsion** – This action is taken when, in the judgment of the Ethics
11 Committee, the Rabbi should not continue to function as a Rabbi. The
12 Ethics Committee may take this action also in the case of a criminal
13 conviction of the Rabbi in a court of law related to rabbinic functions. The
14 Executive Vice President will communicate the expulsion to Association
15 members

16 **Section D. Probation**

- 17 (a) Probation may be required in case of reprimand and will be required in case
18 of suspension. The Ethics Committee shall monitor compliance with each
19 order of probation. The Ethics Committee may require financial restitution,
20 apology, or psychological treatment (in-patient or out-patient) or
21 limitations on employment settings as conditions of probation.
22
- 23 (b) The key criterion for ending probation will be the Ethics Committee's
24 assessment that it is reasonably sure that the violation will not recur and
25 that the member's continued service as a Rabbi does not pose a threat to the
26 wellbeing of the Rabbi or others.
27
- 28 (c) The Ethics Committee may extend the length of the probation or require a
29 different probationary action based on new information, a new
30 understanding of previous information, non-compliance with the terms of
31 probation or non-cooperation with the Ethics Committee.
32
- 33 (d) Probation may not extend beyond three years.

34 **ARTICLE XVI. APPEAL**

35 **Section A. Appeal Within 30 Days**

36 Any decision of the Ethics Committee may be appealed by the Rabbi or the
37 complainant to the Association's Board of Directors within thirty days of receipt
38 of the decision of the Ethics Committee. The appeal shall be in writing and shall
39 state the particular aspect of the decision that the appellant is appealing, specifying

1 particularly the alleged procedural errors that the appellant asserts require
2 reversal or revision.

3 **Section B. Appointment of Appeals Committee**

4 Within four weeks after receipt of an appeal the Board of Directors shall appoint
5 three Association members to constitute an Appeals Committee to consider the
6 appeal.

7 **Section C. Appeals Committee Procedure And Recommendation**

8 The Appeals Committee shall review the written record to determine compliance
9 with the procedures described in this Code. In cases of suspension or expulsion,
10 the Appeals Committee shall also review cases of suspension or expulsion
11 previously ordered both for Rabbis and, to the extent the data are available, for
12 rabbis who belong to denominational rabbinical associations. The Appeals
13 Committee shall recommend reversal or revision of the decision of the Ethics
14 Committee only in the event of a material procedural violation except that, in cases
15 of suspension or expulsion, the Appeals Committee may recommend a lesser
16 penalty if it finds evidence that the penalty imposed greatly exceeds the penalty
17 that has been typically imposed in similar circumstances.

18 **Section D. Action By Board Of Directors**

19 The Appeals Committee shall deliver its recommendation, with reasons, to the
20 Board of Directors. The Board shall render a final decision by a resolution, with
21 reasons, adopted by majority vote within eight weeks of the Board's receipt of the
22 recommendation. The Executive Vice President of the Association shall promptly
23 provide the Board's resolution to the Chair.

24 **Section E. Further Procedure After Successful Appeal**

25 If the Board of Directors reverses or revises in any respect the decision of the Ethics
26 Committee, then the Ethics Committee shall take such further action as is required
27 as a result.

28 **ARTICLE XVII. FINAL ACTION AND NOTIFICATIONS**

29 **Section A. Notice Of Final Action**

30 Promptly after the conclusion of any appeal and any subsequent action made
31 necessary by a successful appeal, or promptly after exhaustion of the time to take
32 an appeal if none has been taken, the Chair shall give notice of the final result by
33 personal letter to the complainant, the Rabbi and the president or other relevant
34 Institutional officer.

1 **Section B. Notice To Placement Director**

2 If the final result requires an expulsion, a suspension or a probation with
3 conditions involving placement, the Chair shall also promptly notify the
4 Placement Director.

5 **Section C. Notice to Association And Others**

6 An advisory or reprimand shall not be publicized to the Association membership
7 by name, although the general circumstances may be described in the Ethics
8 Committee's annual report. It is at the Rabbi's option as to whether a finding of no
9 cause for action will be publicized to the membership. The Executive Vice
10 President of the Association shall give notice of an expulsion, a suspension or a
11 probation with conditions involving placement by name to the Association
12 membership, to other rabbinic and professional organizations of which the Rabbi
13 is a member, and the Board of Rabbis in the Rabbi's areas of residence and practice.
14 The Executive Vice President of the Association shall also provide information by
15 name regarding suspension, expulsion or probation with conditions involving
16 placement to the Institutional organization with which the Rabbi's Institution is
17 affiliated.

18 **ARTICLE XVIII. ADOPTION, DISSEMINATION AND**
19 **EFFECTIVE DATES OF CODE AND AMENDMENTS**

20 **Section A. Adoption of the Code**

21 This Code was adopted in 2008 and amended in 2010. In its current form this Code
22 is in substance identical to the 2010 version.

23 **Section B. Consideration and Adoption of Amendments**

24 Any member of the School's faculty or administration or any member of the
25 Association may propose an amendment to this Code by submitting it in writing,
26 together with a written explanation in support of the amendment, to the Dean and
27 to the President of the Association. The Dean and the President shall consult
28 concerning the proposed amendment and refer it to the School and to the
29 Association, with their recommendations, for consideration by the School and the
30 Association. Any amendment shall be considered adopted when it has been
31 approved by the School and endorsed by the Association.

32 **Section C. Dissemination**

33 The Executive Vice President of the Association shall disseminate this Code and
34 any amendment thereto promptly after its adoption by delivering a copy in person
35 or by regular or electronic mail to every Member of the Association and posting a
36 copy at the Association's website.

1 **Section D. Effective Dates**

2 This Code took effect on June 1, 2008, and remains in effect in January, 2021 in
3 altered form but now alteration in substance. Any amendment to this Code shall
4 include an express effective date which shall be no earlier than thirty days after its
5 dissemination under Section C.

HEBREW COLLEGE ALUMNI ASSOCIATION FOR RABBIS AND CANTORS

CONSTITUTION and BY-LAWS

Adopted February 11, 2021

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Article I — Name

This organization shall be known as the Hebrew College Alumni Association for Rabbis and Cantors and referred to herein as the Association.

Article II – Purposes

Section 1. General Purposes

The general purposes of the Association shall be (a) to assist alumni of the Hebrew College [the “College] rabbinical and cantorial programs in ways that maintain and increase respect for Judaism, for the profession, for the College and for our transdenominational values, (b) to foster fellowship and cooperation among alumni of the College and (c) to serve the welfare of the College and of the members of the Association.

Section 2. Specific Purposes and Goals

To the extent the Board [“Board”] deems advisable, the Association shall fulfill the following purposes and goals:

a. Peer counseling and support

Provide peer counseling and support.

b. Fellowship and collegiality

Foster continued fellowship and collegiality among its members.

c. Communications

Maintain communications among its members by electronic means and such other means as may be appropriate to facilitate communication among the members.

d. Professional education

Provide and support ongoing professional education for its members.

e. Assistance with respect to affiliation

Help members to affiliate with denominations if they wish to do so and help those who do not wish to affiliate to remain unaffiliated by providing some of the benefits on a practical level that they might otherwise receive by affiliating, including without limitation the benefits set forth in Article III, Section 5.

f. Ongoing assistance to the College

Serve as a clearinghouse and support mechanism for Members to provide ongoing assistance to the College and its students in the nature of, for example, internships, mentoring, teaching, student recruitment and fundraising.

Article III – Membership

Section 1. Members

Any graduate of the College ordained as a rabbi or cantor by the faculty of the College shall be a Member of the Association.

Section 2. Associate Members

Any student attending the rabbinic or cantorial programs of College shall be an Associate Member of the Association.

Section 3. Academic Members

Any person employed as a professor or instructor in the rabbinic or cantorial programs of the College may join the Association as an Academic Member. When an Academic Member is no longer so employed, his or her membership in the Association shall terminate unless the Board votes otherwise.

Section 4. Rights to Hold Office and Vote

Members are entitled to hold any office and to vote on any matter. Subject to Sections 1 and 2 of Article VI, Associate, Academic and Honorary Members shall be entitled to hold only such office and to vote on only such matters or categories of matters as the Board shall determine.

Section 5. Benefits of Membership

In addition to other benefits, Members and Associate Members shall have the benefits set forth in this Section. Members shall be entitled to participate in all pension and insurance programs provided through the Association in accordance with the eligibility criteria of such programs. The Association shall provide to Members regular updates on information about rabbinic and cantorial practice that may be of benefit to them. Members and Associate Members shall also receive professional placement services provided by the College both before and after graduation.

Section 6. Obligations of Membership

Members must comply with the Hebrew College Code of Ethics for Rabbinic and Cantorial Graduates. The Association affirms the importance of maintaining high standards of ethical conduct among its Members and will assist the College, as appropriate, in reviewing reported cases of ethical violations.

Section 7. Honoring and Supporting Transdenominational Values

The Association shall honor and support the transdenominational values of the College. The Association shall foster respectful dialogue among its Members concerning the full range of their religious expression. The Association shall honor and support Members who join or wish to join denominations and honor and support Members who do not join or do not wish to join denominations. The Association shall make no rule establishing any particular religious expression or practice as mandatory upon its Members or limiting the free exercise of religious expression or practice of its Members.

Article IV – Dues

Section 1. Annual Dues

The Board shall establish and, as desirable, modify the amounts of annual dues to be paid by each Member.

Section 2. Financial Hardship

The Board shall have the power to remit any or all of the dues of a Member in cases of financial hardship.

Section 3. Suspension for Nonpayment of Dues

Any Member who is in arrears for one year in the payment of dues, and has been duly notified of the fact, may be suspended by the Board. The Treasurer shall give notice of any such suspension promptly by email and by registered mail addressed to the suspended Member at the mailing address shown in the records of the Association. Suspension shall involve the forfeiture of all privileges and benefits of membership. The Board may reinstate a Member suspended for nonpayment of dues upon the satisfactory settlement of all arrears.

Article V – Officers and Board

Section 1. Elected Officers

There shall be the following elected officers of the Association: President, at least four Vice Presidents and Treasurer. The President shall serve also as Chair of the Board. All officers shall be Members of the Association. The term of office of each officer shall be two years from October 1 following the officer's election.

Section 2. Board

The elected officers and the Dean of Graduate and Leadership Programs and the Executive Vice President appointed under Section 4 of this Article shall constitute the Board. The Dean of Graduate Leadership Programs and the Executive Vice President shall be *ex officio* and non-voting members of the Board.

Section 3. Vice Presidents

- a. Enumeration:
- b. There shall be a Vice President for Alumni Education, a Vice President for Alumni Engagement, a Vice President for Cantorial Matters and a Vice President for Social Justice. The Nominating Committee [see Article III] may nominate up to two additional Vice Presidents in each of the four categories.

c. Vice President for Alumni Education

Working with faculty and staff of Hebrew College, the Vice President for Alumni Education shall design and coordinate ongoing educational opportunities for the Alumni.

d. Vice President for Alumni Engagement

Working with faculty and staff of Hebrew College, the Vice President for Alumni Engagement shall design and coordinate ongoing engagement opportunities such as, but not limited to, reunions, virtual hangouts, and planning and participating in events during the centennial year of Hebrew College 2021-2022.

e. Vice President for Cantorial Matters

Working with faculty and staff of Hebrew College, the Vice President for Cantorial Matters shall promote the interests of the cantorial Members. The Vice President for Cantorial Matters shall be a person ordained as a cantor by the faculty of the College. This position may be left vacant while a cantor serves as another officer.

f. Vice President for Social Justice

Working with faculty and staff of Hebrew College, and other Members, the Vice President for Social Justice shall create opportunities for Members to respond to issues of justice and compassion and to engage the Association in meaningful righteous action.

Section 4. Executive Vice President

The Board shall appoint the Executive Vice President who shall be a Member. The Board shall define his or her salary, duties, and term of office. The Executive Vice-President shall, at the request of the President, represent the Association whenever and wherever necessary. The Executive Vice President shall serve at the pleasure of the Board.

Section 5. Ineligibility for Re-election

Officers shall not be eligible for re-election to the same office following completion of their two-year term but may be elected to a different office.

Section 6. Filling Officer Vacancies

a. Death or resignation of President

In case of the death or resignation of the President, a Vice President selected by the Board shall become President for the unexpired term.

b. Vacancy in office of a Vice President

In case of the death or resignation of a Vice-President, or in case a Vice President succeeds to the Presidency upon the death or resignation of the President, the office of that Vice President shall remain vacant until such time as the Board shall elect a successor to fulfill the unexpired term.

c. Vacancy in office of Treasurer

In case of the death or resignation of the Treasurer, , the President shall designate a member of the Alumni to serve the balance of the Treasurer's term or until the next Treasurer is elected..

Article VI – Terms and Duties

Section 1. Terms

Officers shall serve terms of two years, commencing on October 1 following their election and terminating on September 30 two years thereafter.

Section 2. Performance and Annual Reports by Officers

The officers of the Association shall perform the duties regularly associated with their respective offices. Each officer shall submit to the Association and to the Board, at least annually, a written report of the officer's official transactions during the past year.

Section 3. Treasurer; Signatures on Checks

The Treasurer shall give bond in such sums as the Board may determine. Checks of the Association shall require the signatures of such officers as the Board shall designate.

Section 4. Duties of Board

It shall be the duty of the Board:

- a. To be responsible for the administration of the business of the Association;
- b. To meet at least three times a year, either in person or by telephone conference or video conference or similar technology or by any combination of these means;
- c. To make recommendations to the Association; and

d. To perform such other duties as are specified herein.

Section 5. Meetings of the Board.

- a. The Executive Vice President shall cause notice of any meeting of the Board and the agenda of the meeting to be given to all members of the Board in advance of the meeting.
- b. Five members of the Board shall constitute a quorum.
- c. All decisions shall be by consensus where reasonably possible except as the Board may otherwise determine, otherwise by majority vote of those present and voting.
- d. Meetings of the Board may take place in person or by telephone conference or by video conference or similar technology or by any combination of these means.
- e. In addition to the regular meetings of the Board, special meetings of the Board may be called by the President upon his or her own initiative, or at the request of four members of the Board

Section 6. Attendance at Board Meetings

A member of the Board who shall have been properly notified but who, without adequate excuse, is absent from two consecutive meetings of the Board may have his or her office declared vacant by the Board.

Article VII – Committee on Nominations

Section 1. Appointment

The President and Immediate Past President shall appoint a Committee on Nominations [the “Committee”] that shall consist of not less than five Members and shall at the same time appoint the Chair Pro Tem of the Committee on Nominations.

Section 2. Operations

The Committee shall operate under the following provisions:

(a) Inviting Recommendations and Suggestions

The Executive Vice President shall give notice to all Members as soon as practicable after the appointment of the Committee informing the Members of the names of the persons serving on the Committee and inviting recommendations and suggestions from the Members. The Executive Vice President shall at the same time also inform the Members concerning the applicable by-law provisions.

(b) Convening the Committee

The Chair Pro Tem of the Committee shall convene the Committee at such time as the Chair Pro Tem and the President shall jointly determine. The Committee shall elect its Chair at that initial meeting of the Committee.

(c) Adopting the Slate

The Committee shall adopt a slate of nominations for all positions that are to be vacated as of the following September 30 and shall so inform the Board. Any member of the Committee shall be eligible for nomination to any position for which the Committee is preparing a slate.

(d) Circulating the Slate

The Executive Vice President shall circulate to the Members the slate adopted by the Committee immediately after receiving it from the Committee.

(e) Nomination by Petition

Additional nominations for any position may be made only by petition. Petitions must carry the signature of at least ten Members and must be accompanied by the written consent of the nominee. Such petitions are to be submitted to the Executive Vice President by such date as the Executive Vice President shall announce in the notice of the slate nominated under Section 6(d). The Executive Vice-President shall inform the Members all such additional nominations, if any, without undue delay.

Article VIII. Elections

Section 1. Elections of Officers

All officers shall be elected by the Board after all nominations have been received and before the newly elected officers are scheduled to take office.

Section 2. Time of Election

The election shall be held at a regularly scheduled meeting of the Board. The notice of said meeting shall include the names and positions of the nominees and the names and positions of the persons they will succeed.

Article IX – Amendments

These by-laws are adopted by the Board and may be amended by the Board. Before the Board may approve any proposed amendment, however, the Executive Vice President shall give notice of the proposed amendment to all the Members and provide a reasonable time within which Members may offer their comments and suggestions on the proposed amendment. The Board shall also consider any proposal for amendment that is made by at least two Members. All such proposals shall be submitted in writing, including the proposed text of the amendment and

a statement in support of the amendment. If the Board rejects a proposed amendment, it shall so inform the Members and shall state the reasons for the rejection.

Article X - Consensus and Parliamentary Procedure

The Board and all committees of the Board shall conduct their affairs by consensus to the extent reasonably possible except as they may determine otherwise. The latest edition of Robert's Rules of Order shall guide and control all matters of parliamentary procedure in absence of consensus or where not otherwise provided for in the Constitution and By-Laws of the Association.

Article XI - Distribution of Assets Upon Dissolution

Upon the dissolution of the Association, its assets shall be distributed for one or more exempt purposes within the meaning of section 501(c) of the Internal Revenue Code or the corresponding section of any future federal tax code. Any such assets not so distributed within a reasonable time following such dissolution shall be distributed, in accordance with an order by a court of competent jurisdiction of the county in which the principal office of the Association is then located, to such organization or organizations as said court shall determine are organized and operated exclusively for such purposes.