



An Exploration of Online Training Webinars and E-Learning:

In the context of Jewish Professional Development

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Dear Reader,

As someone who has run webinars, created e-learning, and facilitated multiple on-line meetings over the years through my company, MyJewishCoach.com, I wanted to make sure that my approach was current with the latest thinking and best practices. I didn't have to search very far to find someone whom I knew could take this project and run with it – Leslie Rosen Stern of Meeting Your Mission, Inc.

I engaged Leslie to survey the current landscape of offerings of professional development offerings within Jewish organizations across North America. Leslie spoke to community leaders and participants, and used online networking to document how professional development is growing through the use of online training and webinar use.

This report details Leslie's research and aims to present a Jewish environmental scan of technology used, subjects covered and skill set trainings, and includes areas of suggested growth where current offerings are limited. Of course, like technology itself, online offerings are constantly changing (my own included!), so Leslie welcomes your updates and additions to this report.

I deeply appreciate Leslie's in-depth approach, and the professionals who participated in this project. Please take time to review this work, share it with your decision makers and use it to improve your offerings, or perhaps participate in the myriad of program offerings listed.

To your Success without the Tsuris,

Deborah Grayson Riegel

Head Coach, MyJewishCoach.com

INTRODUCTION:

The objective of this research project was to acquire first hand facts to help MyJewishCoach.Com contextualize “Online Training Webinars and E-Learning” within the current offerings of professional development within Jewish organizations across North America.

For the purposes of this study, “Online Professional Development” is defined as programs that encompass some aspect of supplementary learning, that are offered to Jewish communal professionals, and may or may not formally be affiliated or sponsored by a Jewish communal institution.

The assessment has taken the form of web-based research, select phone interviews and e-mail exchanges with leadership, coordinators of professional development and staff. The assessment was focused toward answering broad questions like:

- 1) What are the BIG Jewish Organizations offering online to train and/or provide professional development for their staff?**
- 2) What are BIG Jewish Colleges doing for their virtual communities?**
- 3) What are other online Jewish learning portals and consultants offering?**

BACKGROUND TRENDS:

Using the following mainstream technological trends as background and support for Jewish communal life, we see a growing number of them impacting e-learning for Jewish professionals as we begin 2016. It is important to acknowledge that these trends will enable MyJewishCoach.com to progress towards successful engagement in online and distance learning as e-learning is already widely accepted and integrated into many professional settings. A few highlights of the landscape of online learning:

- A. *Personalized learning*** puts the learners in control, allowing them to “pull” information as needed, creating their own learning path. Learning is tailored, self-paced and can include varied media that best suits the learner: Text, Audio or Video.
- B. *Gamification*** makes learning motivating, engaging, and even fun. Gamification in eLearning follows innovations within the gaming industry using virtual and augmented reality. In the year ahead, we expect to see more simulation, animations, and narrative based games.

- C. MOOCs (Massive Online Open Courses)** have been offered largely by universities. The model for MOOCs can be applied to employee trainings across an agency, or provide a platform for sharing information broadly with a public audience.
- D. M-learning (mobile learning) and BYOD (Bring Your Own Device):** With mobile use growing, being desk bound is not necessary for eLearning. Learners are opting to BYOD so they can access training anywhere, anytime. Small screen size means instructional designers need to accommodate appropriately chunking content. Through the use of mobile offerings, add-on content can also include QR codes, GPS technologies to enhance the experience. This space will continue to grow with the addition of wearable learning, with Apple and Google watches being used.
- E. Augmented learning** is considered on demand learning when the environment literally adapts to the learner. QR codes, location function (GPS) and other tech like Apple and Google Watch may allow learners to experience virtual reality settings.
- F. Cloud Technology and Content.** YouTube. Video with audio and overlaid text is becoming a “must-have” in eLearning. Content can be curated for distribution and e-learning is easy to access through cloud based platforms.

CORE DATA:

Research of several large Jewish organizations highlighted the use and scope of professional development through online resources. Listed below, and grouped according to organizational size is an outline of the leading organizations and notes about how and when they provide training support and development for their employees.

LARGER JEWISH ORGANIZATIONS PROVIDING PROFESSIONAL DEVELOPMENT AND ONLINE RESOURCES:

Jewish Federation of NY - Weiner Education Center. ujafedny.org/what-we-do/strengthen-organizations/workshops/ Provides short- and long-term professional development programs, scholarships, and consultations, including ongoing training for professionals working in Jewish communal agencies and Jewish non-profit organizations. Several new institutes were launched to support rising leaders. These institutes include retreats, ongoing learning and coaching. Short term series for leadership and skills based workshops are offered locally. Livestream videos for employees or those able to log into UJA network. Majority of sessions

are in person. Programs offered monthly. Workshops range \$55 for half day to \$110 for full day trainings. A wide range of professional topics are covered and vary annually. (ii) ***The Jewish Federations of North America Mandel Center for Leadership Excellence*** provides resources and expertise to identify, recruit, develop and retain the highest quality professional and volunteer leadership for the Federation system. The I-LEAD program, is JFNA's annual professional development seminar for Federation professionals. Subsidized 3 day program \$100.

Jewish Federation of Greater Washington – (i) ***The Jewish Leadership Institute*** (JLI) offers lay leaders and professionals working in a Jewish setting, opportunities to explore and develop their personal Jewish leadership skills and style. JLI is committed to Jewish leadership education, Jewish leadership opportunities, and leadership recognition. JLI offers classes, training, networking, placement, and web dialogue across the Jewish community. JLI includes ***The Washington Jewish Professionals Forum*** – which serves to enhance critical workplace, management and leadership skills for professionals working in Jewish communal organizations. Workshops offered up to 6 times per year on varied subjects, 2 hours in duration (\$10, including lunch). (ii) ***Tomorrow Fellowship*** a 5-month leadership development training opportunity designed specifically for Jewish professionals (in mid to upper level management). The Tomorrow Fellowship program includes a series of 6 in-person interactive workshops and meetings to learn critical professional skills; the opportunity to network, and a day-long interactive training by one of the premier leadership training organizations in the country.

Jewish Federation of St Louis – (i) ***Millstone Fellowship*** is the Millstone Institute's training program for emerging and established leaders in the St. Louis Jewish community. This 8-month leadership program is facilitated by local and national trainers and educators. Participants explore values based in leadership, create shared visions, examine trends in Jewish life and strengthen skills for community building. Eight monthly gatherings, including half-day Sunday retreats and three-hour weeknight sessions. February–November, 2016. \$350. (ii) ***JProStl*** is an association dedicated to supporting professionals working at Jewish organizations in St. Louis. Its mission is to provide training, resources, and networking opportunities in order to strengthen staff members, their organizations, and the community as a whole. (No online resources); (iii) ***Jewish Coaching Academy*** – Coaching skills for leaders in JProStl network and Millstone Fellowship. All facilitated in-person learning, networking and professional development.

B'nai B'rith Youth Organization – (i) ***Professional Development Institute*** – (2008-2015; 3 (2yr cohorts served)). The purpose of PDI was to increase the capacity and commitment of talented, early-career Jewish professionals to build a career in Jewish communal institutions. PDI

provided a cadre of BBYO professionals an opportunity to earn fully-funded Masters of Business Administration (MBA) degrees from the Kelley School of Business at Indiana University, and a certificate in Informal Jewish Education from Hebrew College, Boston. The program was funded through the Jim Joseph Foundation of San Francisco and included annual meetings in person, online learning as well as in-person site visits and mentoring. While the program has concluded, it is an excellent model for hybrid and cohort learning based on the mixing of online resources, site visits and in person connections. (ii) **The Learning Advantage (TLA)** A train-the-trainer program for BBYO staff ready to support their own development and that of their supervisees, colleagues, advisors and teen leadership. This program will focus on a set of 8 Core Competencies needed to be experiential Jewish educators in BBYO. 2 day in-person gathering, monthly learning with national educators online, and monthly implementation coaching.

Hillel – (i) “Accelerate” program for campus professionals, is a professional development training program for Assistant Directors who self-identify wanting to grow into Executive leadership roles. 3 days of conferences, ongoing coaching (bi-monthly calls) and in-person concluding programs. Web-based learning fills in the gaps when not meeting in person. Training subjects include supervising staff, board development and fundraising skills. (ii) **The David M. Cohen Fellowship** is designed for directors who have served for 3-5 years. It offers a 360-degree evaluation of all aspects of a director’s leadership as well as a professional executive coach for 18 months. The fellowship includes 2 cohort gatherings and a grant pool for professional development. The Cohen Fellowship guarantees that Hillel’s highest-performing and highest-potential directors are supported with tools to strengthen and sharpen their skills, resulting in greater professional excellence and increased capacity for the Hillels they lead.

JCC Association – (i) Jewish Experiential Leadership Institute (JELI – in 2nd and last cohort) – program of JCC of North America and Davidson School of Education (JTS) – Interactive 18 participant group that participate in webinars and simultaneous offline learning with online chat and graffiti board features. Creates hybrid cohort learning experience. Similarly, (ii) **LEAP Program** for high potential learners also connects via cohort, meets in person several times over the duration of the fellowship, and meets monthly via web, webinar or distance learning/coaching.

JCC Association and Foundation for Jewish Camping: Lekhu Lakhem — Professional development for Camp directors. Lekhu Lakhem Fellows participate in a series of five seminars in North America and one extended seminar in Israel, along with an ongoing program of Jewish learning and educational mentoring. Small group learning 5 times over 2 years, capstone project, site visits and bi-monthly learning over Skype.



JCC Association/Merrin Center for Teen Engagement : *Merrin Teen Fellowship* – Provides Fellows with mentoring, seminars, and on-going learning focused around four program pillars. Leadership and management skills, expertise on current teen issues , expanding personal Jewish literacy and Jewish content development for programming, and networking/cohort development.

JCC Association – General Professional Development Camp Director Groups, Youth Professional Groups – Development of professional cohorts for internal professional development and sharing resources. Occasional online coursework or group reading assignments are used, with tech replies including Dropbox use, Google+ Chat features and Google Hangout. Webinars of My Jewish Coach.com are shared and promoted to all staff.

OTHER JEWISH PROFESSIONAL DEVELOPMENT / LEARNING PORTALS

Schusterman.org - #NetTalks, a Schusterman initiative, is a multifaceted series of webinars designed to facilitate communal discussion on a wide range of leading topics related to Jewish life, philanthropy, leadership and current events. #NetTalks participants have the opportunity to engage in meaningful discussions with peers and experts to share knowledge and leverage new information to support their work and efforts to create social change.

Schusterman.org : *Kivun Intensive Fellowship* — Kivun, which in Hebrew means "direction," is a five-month intensive professional development program for exceptional young professionals in the Jewish communal sector. The Kivun Intensive blends skills trainings, reflection exercises and networking opportunities to empower participants with the tools to become leaders and change-makers in the Jewish non-profit sector. 2 day conference and follow up programming: webinars, calls and partner learning (using Skype and in person).

Jewish Women’s Archive- jwa.org Professional Development Resources Available online. Online Learning; Recorded programs – including Power Point, Chat Log and PDF resources.

EJewishPhilanthropy.com online web based articles and resources related to various fields of Jewish Communal Service, Jewish formal and informal education, and Jewish life

MyJewishLearning.com Blogs, Recipes, Jewish News, Holidays, Traditions, Ritual Practice and more. Like a virtual encyclopedia of Jewish resources for living, learning and observing.



VirtualJewishAcademy.org The Lookstein Virtual Jewish Academy designs and offers quality online Jewish studies courses to students in grades 8-12. LVJA works with Jewish schools as well as with select motivated Jewish learners throughout North America.

DarimOnline.org Darim Online – Webinars, blogs, resources to advance the Jewish community by helping Jewish organizations align their work for success in the digital age.

Elitalks.org ELI Talks (free viewing online) are 12 minute presentations covering innovative ideas and inspiring concepts exploring Jewish engagement, literacy and identity. ELI Talks are meant to inspire Jewish people to become active participants of Jewish life and community – they are the starting point for new dialogue and exploration within the Jewish community. The innovative ideas presented in the talks provide food for thought, sparking follow up discussions and activities that encourage investment in Jewish life.

G-dcast.com G-dcast provides online Jewish resources for web-based learning including videos, apps and online engagement activities for families, teens and adult learners.

ORGANIZATIONS WITH ROBUST ONLINE PRESENCE AND PUBLIC RESOURCES

Darell D. Friedman Institute For Professional Development at Weinberg Center, Baltimore
thedfi.org (DFI) seeks to provide training and leadership development to communal professionals and their lay partners, serving the greater Baltimore Jewish Community. The vision of DFI is to be a preeminent professional development and leadership training institute for professionals and volunteers in order to enhance the quality of the delivery of services they provide to the Baltimore Jewish community, and other national and international Jewish communities.

The Jewish Education Center of Cleveland www.jecc.org (JECC) directs the education and continuity work of the Jewish Federation of Cleveland. The JECC works with agencies, congregations, schools, and community leaders to develop and implement programs that dramatically improve Jewish educational systems and the lives of individual Jews. The JECC offers a broad range of professional growth opportunities including mini courses, grants, communities of practice groups, workshops and coaching. Local based programming with links to online networks for additional support and development. JECC known for teacher/educator resources made available to public.

ONLINE AND/OR IN-PERSON PROFESSIONAL DEVELOPMENT COURSES:

Facing History and Ourselves (Online and Onsite) facinghistory.org/for-educators/workshops-and-seminars#side Providing support, resources and online training to promote students historical understanding, critical thinking and social-emotional learning. Subjects include: Holocaust and Human Behavior, International Justice & The Rule of Law (free), Choices in Little Rock, To Kill a Mockingbird (\$350 per 4-6 week class).

Gratz College – Online programs for teachers and professionals interested in Jewish Non-Profit Organizational Management and Jewish Communal Service. Programs for Supplementary School teachers: gratz.edu/courses/c/online

Hebrew College: Shoolman Graduate School of Education. (Online) hebrewcollege.edu Programs in Hebrew Language, Hebrew Instruction. Certificates in Early Childhood Jewish Education, Jewish Experiential Education (online and 2 field assignments), Jewish Special Education (Online and 1 field assignment) and Jewish Day School – which includes online learning and coursework in Jerusalem and Boston. Certificates are \$800/credit hour.

Jewish Women’s Archive (Online) jwa.org/teach/profdev Online Learning with pre-recorded programs on subjects such as: Jewish Artists, Music, Leadership and Identity, Biblical Figures, Civil Rights and Activism

Laura and Alvin Siegal Life Long Learning Program at Case Western Reserve University (OnSite): siegallifelonglearning.org/summer-institute-for-jewish-teaching-and-learning.html CWRU Summer Learning Institute for Jewish Teaching and Learning . Onsite learning during summer. Beginners Tanakh, Curriculum with Tanakh, Experiential Education and Jewish Education through Art \$350-\$495 for half and full day programs on-site.

Mofet International Jewish Teacher Education Community Online Academy (Online) mofetinternational.macam.ac.il/jtec/academy/ActivePrograms/Pages/default.aspx Specialty certificates and training in Jewish Studies. Hebrew and English teaching courses – English as Foreign Language; Enrichment Courses. Jewish Studies training courses include: Teaching Mishnah, Torah, Midrash. Using Technology to teach Talmud and Oral Law (\$225 per course, second person or second course 10% discount. \$225. 3-7 people, down to \$200pp)

World Union for Progressive Judaism: Anita Saltz International Education Center (Jerusalem) Online Torah Study, Podcasts and YouTube links saltz-center.org/page.aspx?id=4

Yad VaShem Summer International Seminar for Educators (Jerusalem) yadvashem.org/yv/en/education/seminars/ Yad Vashem's Online Courses utilize the latest in Holocaust research and pedagogy. Courses are \$100 for 30 (13 lesson) hours.

ACADEMIC, DEGREE AND CERTIFICATE PROGRAMS OFFERED ONLINE

Hebrew College. hebrewcollege.edu Degree and Certificate Programs in Jewish Studies, Jewish Education and more. Platform is Schoology, Highly interactive. Courses are per credit, and range from \$3500 to \$5000.

Hebrew Union College-Jewish Institute of Religion huc.edu/academics/elearning ; Degree and Certificate Programs in Jewish Education, Day School Education and Jewish Communal Service

Hebrew University, Jerusalem. One Year - MA in Jewish Education majewisheducation.net/1-yr-MA-a7. Online learning with 6 week immersion course in Israel

Gratz College – Online graduate programs: Jewish Education, Hebrew, Jewish Studies, Jewish Communal Service. gratz.edu/courses/c/online (\$905 per credit)

Jewish Theological Seminary jtsa.edu/onlinelearning Davidson Graduate School of Jewish Education - Online MA in Jewish Education. Pedagogy, management, leadership training and text study.

Jewish Theological Seminary – jtsa.edu Hybrid offering: **DSLTI** (Day School Leadership Training Institute) for aspiring heads of schools. **JECALI** (Jewish Early Childhood Education Leadership Institute) for aspiring Jewish Education Leaders and **JELI** (Jewish Experiential Leadership Institute) for emerging JCC Association leaders. All three have components of online learning, in person retreats (3-4 days) and ongoing coaching and mentoring in person or through virtual networks.

Spertus Graduate programs -Distance Learning is currently available for students enrolled in the Spertus Institute Master of Arts in Jewish Studies (MAJS), Doctor of Science in Jewish Studies (DSJS), and Doctor of Jewish Studies (DJS) programs. Tuition per course is \$1050 at the master's level and \$1200 per course at the doctoral level.

FELLOWSHIP PROGRAMS:

Wexner Graduate Fellowship; wexnerfoundation.org/ Offering yearly cohort and individual university degree programs. Uses technology to convene people, but no online learning. In-person orientations and closing seminars. In person site visits and facilitated workshops. Social media networks, archived videos and interactive website.

YU Lead – yuschoolpartnership.org/yu-lead/ School Partnership is dedicated to providing teachers, leaders and heads of school. YU LEAD offers leaders an opportunity to engage in online and in-person learning, sharing, and networking that includes bi-monthly workshops, annual conferences and monthly 1-1 sessions with mentor.

TECHNOLOGY BEING USED IN PROFESSIONAL DEVELOPMENT:

- ❖ Big Marker – Video Conferencing Service
- ❖ Google on Air – Host/Broadcasting service
- ❖ WebEx
- ❖ Vimeo
- ❖ Adobe Connect for Webinars
- ❖ Skype for Business
- ❖ Goto Meeting
- ❖ Zoom Video and Web Conferencing
- ❖ Coursera (Stanford Education Classes)
- ❖ BoardSource (Prerecorded webinars) (Membership Structure starting \$129 with webinar recording access \$35/\$75)
- ❖ Soundview (Executive book summaries)
- ❖ Livestream (Video)

PROFESSIONAL DEVELOPMENT SUBJECTS COVERED BY ORGANIZATIONS RESEARCHED IN THIS REPORT

JEWISH KNOWLEDGE AND LEARNING:

- Contemporary Issues Facing the Jewish Community: Local and Global
- Jewish Ritual Practice and Life Cycle
- Jewish Values / Mussar
- Torah/Text Study
- Foundations of Jewish Identity
- Israel and Zionism
- Social Action (Chesed)
- Jewish Artists and Art
- American Synagogues and Religious Movements
- Anti-Semitism
- Finding and Using Jewish Resources Online

PROFESSIONAL SKILLS:

- Fundraising
 - Raising More
 - Solicitation Skills
 - Specific Fundraising in Target Crowd/Community
 - Planned Giving / Major Gifts
- LGBTQ Engagement and Inclusion
 - Specialty discussion on inclusion in informal settings
- Budgeting: Create and Evaluate
- Appreciative Inquiry
- Program Design and Evaluation
- How to: Committee meeting
- Evaluating Outcomes/Measuring Success
- Next-Generation (or Gen X, GenY, Millennial or Over 50) Engagement
- Leading a committee
- Meeting and Event Management
- Reflective Leadership
- Innovative Thinking / Design Thinking

MANAGEMENT AND ADMINISTRATION:

- Mentorship
- The Art of Supervision / Managing Up
- How to supervise (Teen, Millennial, Baby Boomer) Staff
- Giving and Receiving Feedback
- Work/Life Balance / Time Management
- The Art of Customer Service
- Leading/Managing Institutional Change
- Director as Visionary Leader
- Cultivating Positivity at
- Leading 21st century Jewish Organizations
- Organizational Case Studies and Leadership Role Play
- Onboarding staff
- Effective Hiring
- Motivating Your Team

COMMUNICATION:

- Contemporary trends: Social Media Bootcamp (Facebook, Twitter, Snapchat)
- Managing Email Overload
- Networking “How To”
- Public Speaking / Presentation Skills
- Writing Skills; Writing for Blog
- Handling Tricky Conversations
- Conflict Resolution
- Client Specific: How to manage difficult parents (teen/youth org)
- Customer Service The Ritz Carlton Way

LAY-PROFESSIONAL RELATIONS:

- How to Be An Ambassador; How to Train Ambassadors
- How to work with volunteers
- Coaching Teen Leaders / Teen Facilitators
- Navigating and Leading a Board or Directors

SUGGESTIONS OF FUTURE OFFERINGS NOT CURRENTLY AVAILABLE IN THE FIELD OR UNDER-UTILIZED:

- Training in how to “on-board” employee beyond “benefits”
- On-boarding for employees new to Jewish organizations
- Specific workshops for leadership of Synagogues
- Training on how to run a webinar
- Facilitated Peer to Peer Consultation
- How to blend learning online with in-person cohort learning
- Personal Presence: Can we teach it?
- Self-Awareness – What it is? What you need to know
- Get the most from a webinar

CONCLUDING THEMES:

The research for this project uncovered various levels and use of technology for Jewish professional development and online learning. This report is not exhaustive of all training programs available online. It should be known that there has been a surge in online curriculum being made available to teachers and Jewish educators. Therefore, many rich resource links for sacred text, Jewish prayer, Hebrew language, Torah study and Jewish literacy are not included in this report.

Organizations are using technology daily to train, connect and motivate staff. Three themes immerse as key findings of this report:

Webinars and training calls are being used widely to strengthen organizational leadership, programmatic and outreach success. Staff teams use webinars to engage employees and address a wide variety of topics in management, training and communication, providing a skill set or helping staff learn and practice new skills to make them more successful in their positions. Providers report that good technology is “key to the success of a program.” Organizations seek “top-notch speakers with clean presentations and take-home lessons” for staff.

Quality of online resources varies tremendously across the Jewish professional world. Online resources are available on every subject and professional development topic one might want to learn about over the internet. The professionalism and nature of resources varies from simplistic text based resources, PDF documents, and postings of online bibliographies, to more high tech, interactive platforms with video and audio playback. Leading Jewish organizations have largely not found a way to maximize their own platforms to make programs available to those in the broader Jewish world, and have generally kept resources limited to internal password protected sites. With the exception of fellowship and cohort learning, webinars are offered at random monthly intervals or quarterly, and costs are covered by presenting organization and offered free of charge to employees and leadership.

Cohort Learning/Fellowship Programs are now leading the field of professional development as they are designed to bring together a cohort of 10-20 learners for an in-person experience (varying 1-4 days) mixed with a hybrid connection to online learning and webinar training. The hybrid offerings are being offered by most, if not all of the top training organizations for Jewish professionals and address the need for peer to peer facilitation and mentoring, help lower costs of providing monthly in-person gatherings, and create a cohort of connection and a close-knit, supportive inter-personal (virtual) learning environment.

The leading themes emerging from this report indicate that organizations are ready to engage in high quality learning opportunities from a platform designed by My Jewish Coach.com.

RECOMMENDATIONS FOR PHASE II :

- A. **Develop a Fellowship/Cohort Learning Opportunity** for professionals who are not working in agencies that offer them. The cohort (grouping same stage career professionals) might include: One or Two in-person convenings, peer-to-peer consultations, mentoring/coaching and online learning/webinar participation to take place in between coaching and meetings. This type of cohort learning will foster a community of practice, and support network for professionals who do not have such opportunities at their place of employment.
- B. **Develop a user-friendly platform for webinar production, presentation and potential subscription service** to allow professionals easy access (for a small fee) to select and train at their own speed and on their time. (See *BoardSource* for platform suggestions and cost schedules.) Successful outcomes of webinar learning were attributed to: access to downloadable resources, group accountability and use of take-away materials to facilitate continued professional growth.



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Meeting Your Mission, Inc.

Authors note: *The following professionals supported this project through live telephone conversations and email discussions. They are listed in no particular order, and all made significant contributions to this study by helping illuminate areas of growth and needs for Jewish leadership and communal professionals. Audra Berg (JUF), Julia Malkin (JFed), Lani Hart (Mandel Center), Cindy Chazan (Wexner), Adina Danzig Epelman (Hillel), Jamie Schiffman (Hillel), Aleeza Lubin, Gary Levin (BBYO), Steven Rakitt (JFGW), Diane Cutler Greene (JFGW), Marci Eisen (Millstone, JFed St Louis), Joy Brand (JCC Assn).*