



HEBREW UNION COLLEGE | JEWISH INSTITUTE OF RELIGION

STUDENT HANDBOOK

WELCOME LETTER

Dear Students,

Welcome to the Zelikow School of Jewish Nonprofit Management at Hebrew Union College-Jewish Institute of Religion. This is an exciting time to be entering the field of Jewish professional leadership and we are looking forward to a summer of learning, community building, and professional growth.

The Zelikow School Handbook supplements the National Student Academic Handbook of the Hebrew Union College-Jewish Institute of Religion, which contains policies and procedures that apply to students in all of HUC-JIR's academic programs. This Handbook contains additional programmatic information for students enrolled in the Master of Arts in Jewish Nonprofit Management, Master of Science in Organizational Leadership and Innovation, and Certificate in Jewish Organizational Leadership programs of the Zelikow School of Jewish Nonprofit Management.

At the Zschool, we believe that the classroom is a sacred space and provides an opportunity for students to explore common and less held narratives about values, culture, ideas, and identity that will ultimately shape your professional practice and leadership capacity. Students are invited to critically examine their personal and professional beliefs from different frames of reference as part of the learning experience. From time to time, we may explore lines of inquiry that challenge existing ways of knowing held by individuals or the group. It is common in such moments to feel uncomfortable. While such an experience can be decentering, the intention is to shape your professional understandings and strengthen your capabilities as Jewish nonprofit leaders. We ask our students to accept that learning often includes feeling uncomfortable during processes of challenge and growth. If the ride gets a bit bumpy, keep a growth mindset and remember to enjoy the experience of traveling and learning together. After all, when pursuing meaningful change, we must remain confident in each other and in our collective ability to shape the course of history.

If the turbulence gets to be too much, we are here to help you and ensure a productive and enjoyable academic experience. Our virtual doors are (almost) always open, and we encourage you to schedule time with any of us if you need guidance, have concerns or just want to hang out and chat.

Wishing you a meaningful, rich, and transformative Zschool learning experience,



Rabbi Shirley Idelson, PhD
Director



Mandi Richardson
Associate Director,
Professional Development
and Student Life



Melissa Garai
Associate Director,
Development and
Community Relationships

MISSION & VALUES

Our graduates lead the business of Jewish life. For over 55 years, the Zelikow School of Jewish Nonprofit Management has shaped the Jewish future by educating its leaders.

The Zschool is a transformative gathering place for nonprofit professionals interested in Jewish social innovation and leadership studies to learn and collaborate. We use creative problem solving to spark creative solutions to today's Jewish nonprofit challenges. Our students are activists, intellectuals, artists, musicians, engineers, rabbis, social workers, educators, and policy wonks that include dual degree students as well as students concurrently enrolled in the cantorial, education and rabbinical programs of HUC-JIR.

Since our founding in 1968, as the School of Jewish Communal Service, we have maintained a distinguished reputation as a premier center for the education of Jewish nonprofit leaders. Our students and alumni are a community of difference makers with global reach and impact.

Our Values Approach to Education

Value your values

We like students who live values first. Nonprofit leadership is about repairing the world. It is a way to challenge the status quo and for you to make a career in making good happen.

Innovation with a purpose

We use creativity to problem find. For us, innovation is not a bunch of randomly placed sticky notes, it is a way to help you to design a more perfect world.

Practice makes perfect, almost

We believe there is a lot to learn from missing the mark. There is also a lot to learn by doing. Our internships and consulting projects provide a lab for you to practice and develop your nonprofit expertise with people who care about your career.

Network for good

We are in this together. Our students and 750+ alumni are a community of difference makers with global reach and impact. They affect change and you will too.

Sacred Roots

We embrace diversity, pluralism and are non-denominational. Our students come from a spectrum of backgrounds, knowledge sets, and geographies. You will find faculty who care and a place where Jewish wisdom and values are intertwined to reinforce our educational practices and the work we inspire in the nonprofit ecosystem.

The Zschool Method

We believe in *a different way to school*. Zschooling works best when students arrive with a willingness to:

- Get Lost (in it).** Immerse yourself in the content.
- Chat (someone's ear off).** Express yourself! Talk it, type it, live it and seek feedback with curiosity.
- Make (something bold happen).** Bring into being by forming, shaping, or altering material.
- Think different (about it).** Just because the course is over doesn't mean the learning is done. Keep challenging your own understanding.

ACADEMIC PROGRAMS & EXPERIENCES

Master of Science in Organizational Leadership and Innovation (MSOLI)

Degree students will generally complete 34-44 credits depending on the specific course of study. This is an accelerated degree completed on the following semester sequence: Summer One/Fall One/Spring One/Summer Two.

Master of Arts in Jewish Nonprofit Management (MAJNM)

Degree students will generally complete 34-52 credits depending on whether it is taken as a single or dual degree and the specific course of study. This degree is completed on the following semester sequence: Summer One/Fall One/Spring One/Summer Two/Fall Two/Spring Two and includes the Israel Seminar in December of 2024.

Dual Degrees with MAJNM

Dual Degrees may be completed independently with most universities with prior departmental approval.

USC Dual Degrees with MAJNM

Master of Social Work (USC Suzanne Dworak-Peck School of Social Work) & MAJNM

Master of Public Administration (USC Price School of Public Policy) & MAJNM

Master of Communication Management (USC Annenberg School of Communication) & MAJNM

Master of Business Administration (USC Marshall School of Business) & MAJNM

HUC-JIR Concurrent Degrees

Cantorial Studies & MAJNM

Education Studies & MAJNM

Rabbinical Studies & MAJNM

Certificate in Jewish Organizational Leadership (CJOL)

Certificate students must complete a minimum of 10 credits during the summer semester.

While all of these programs have some common courses, each has its own particular set of courses, schedule of classes, fieldwork and capstone requirements. Students should carefully review the program descriptions for the requirements of their degree track. Please consult with the Director of the Zelikow School regarding courses, credits, schedules, requirements, or any other matter relating to the academic program. Dual Degree students should also ensure that they meet with the academic advisor for the degree program that they are pursuing outside of HUC-JIR in order to ensure the necessary requirements are met for completion of that institution's degree.

Fieldwork Experience

Fieldwork provides supervised and structured professional experiences in a variety of Jewish communal organizations. Guided by carefully constructed educational objectives, fieldwork provides invaluable practitioner and leadership training, engaging students in experiential learning which integrates the theory developed in the classroom with the practice experienced in the workplace. Through individually tailored placements and carefully monitored supervision, fieldwork provides a structured professional experience to further develop leadership capabilities. If you have questions about the fieldwork experience, please consult with the Associate Director.

Global Nonprofit Innovation Seminar

The Windmueller Israel Seminar is designed to explore challenges in Israel that take place at the fault lines of social justice and how nonprofits have developed creative and innovative ways to meet those challenges.

Past trips have explored the intersection of Israel's high-tech community and innovative NGOs, meeting with leaders like Jonathan Medved, founder and CEO of OurCrowd, and Dyonna Ginsburg, Executive Director of OLAM, to understand how creative problem solving and business principles in the for profit and social enterprise sectors can be put to use in nonprofits. Students in the MAJNM degree track receive a scholarship and are required to attend the Seminar for credit. All students are required to cover the cost of their own airfare, on-ground travel, and incidentals that are not directly provided within the Seminar. MSOLI students may attend the Seminar at their own expense. Occasionally, scholarships are available for MSOLI students to support their participation in the Seminar.

Capstone Project

The Capstone is an integral component of the Zelikow School curriculum, as it gives students the invaluable experience of delving into an issue in depth and completing a work at the master's level. Capstone projects involve original research (such as surveys, interviews, observations, or analysis of existing data), and may provide hands-on experience in business model generation, and/or explore innovation practices used to launch a startup organization.

Cohort Learning

The Zschool is a microcosm of the larger Jewish community, incorporating multiple perspectives, roles, talents and visions. Community is an essential component of our program, reflected in the institutional culture, the involvement of faculty and lay-leadership, and the empowerment of students. The extracurricular programs provide an informal educational experience for students to get to know each other and shape their community of learning. Other opportunities for cohort learning are offered throughout the schooling experience.

Scholar-in-Residence

Our scholars-in-residence provide a unique opportunity for students to learn from some of the most respected and influential Jewish communal leaders who over the course of their careers have shaped the field of Jewish communal service. Rabbi Louis Bernstein Scholars-in-Residence have previously included some of America's contemporary luminaries including Alan Gill, Executive Vice President Emeritus of the American Jewish Joint Distribution Committee, as well as Chip Edelsberg, Executive Director Emeritus of Jim Joseph Foundation, and Rachel Levin, Executive Director of Righteous Persons Foundation, Allan Finkelstein of JCCA, Stosh Cotler of Bend the Arc, Abe Foxman of the Anti-Defamation League, John Ruskey of the UJA-Federation New York, and Ruth Messinger of American Jewish World Service.

Summer Culmination & Graduation Ceremonies

The Zelikow School Summer Culmination & Graduation is a celebration of our summer learning experience and an opportunity to recognize those students who earned their Master of Science in Organizational Leadership and Innovation or completed the Certificate in Jewish Organizational Leadership. Each year the Rabbi Louis Bernstein Scholar-in-Residence provides the keynote address.

POLICIES & PRACTICES

HUC-JIR Academic Policies

Please refer to the National Student Academic Handbook for a complete description of HUC-JIR's academic policies. We advise you to become familiar with the information in the student handbook as it is designed to support your experience as a student. You can access the student handbook on the National Registrar's web page of the HUC.EDU website.

Zelikow School Attendance Policy

Approximately 6 hours of work per week in mixed modalities (synchronous and asynchronous). The academic integrity and cohort experience of the Zelikow School depends on students attending all scheduled class meetings. Absence from class may be reflected in the student's grade and result in a need to retake the course.

Calendar, Class Schedule & Textbooks

Make sure that you are in the right place at the right time. The Zschool operates on a different schedule and calendar than HUC-JIR and that program specific information is only available on the zschool.huc.edu website. Students should review all calendar and course information carefully and meet with the Associate Director of the Zelikow School if they have any questions regarding registration for classes in their particular program of study. A list of required textbooks for courses is available on the National Registrar's web page of the HUC-JIR website and from individual instructors.

Communication

We maintain high expectations for our students and believe that school offers a laboratory for your professional practices. While not comprehensive, we ask students to:

- Operate within the mission and values of the Zelikow School
- Communicate with lay-leadership and professionals in a professional manner
- Avoid sending out emails on *Shabbat/Chaggim*
- Ensure that when you share emails or materials in the public sphere that they are composed in a professional manner
- Respond to Zelikow School emails within 2 business days
- Maintain LinkedIn profiles that are up to date
- Reply promptly to RSVPs for all Zelikow School events and update your hosts if you are unable to attend an event that you previously committed to attending.

How We Eat Together

How we eat together reflects how we gather. As a pluralistic community, we encompass diverse dietary values and practices. Zschool will endeavor to meet all dietary needs including kosher, *glatt* kosher, vegetarian, and more. Catered and in-home communal events will offer kosher and vegetarian options. Restaurant dining in communal settings will offer kosher-style menus with vegetarian options. In addition, we will always provide *hechshered* or *glatt* alternatives if requested in advance. With this in mind, prior to trips and conferences participants will be asked about their dietary needs. Be sure to communicate these and we will do our best to accommodate. While there may be circumstances in which your precise needs cannot be met, the chances of this are much diminished if you reach out in advance. Please make sure you are taken care of and never hesitate to ask.

Questions?

We thought after reading this you might have a few questions. You can find us here: zschool.huc.edu or email sidelson@huc.edu.

DEGREE TRACKS

MASTER OF SCIENCE IN ORGANIZATIONAL LEADERSHIP AND INNOVATION

Course Sequence Example

MS ORGANIZATIONAL LEADERSHIP AND INNOVATION

Degree students will generally complete 34-44 credits depending on the specific course of study. This is an accelerated degree completed on the following semester sequence: Summer One/Fall One/Spring One/Summer Two. Please be aware that specific courses are subject to change, and you should consult your academic advisor if you have any questions. *All students pursuing this degree must meet with their academic advisor during the first week of classes to confirm their personal academic track will meet credit requirements for graduation.*

SUMMER ONE

MGT 512A Leadership and Change Management (Connections)	1
MGT 519 Entrepreneurial Leadership	2
MGT 521 History of Jewish Ideas and Communal Trends	2
MGT 527 Evolution and Structure of the Jewish Community	2
MGT 531 Fundraising and Financial Resource Development	2
MGT 540 Introduction to Jewish Communal Institutions	2
MGT 592 Organizational Management and Supervision	<u>2</u>
	13

FALL ONE

MGT 541A Fieldwork Section II: Practitioner and Leadership Development	4
MGT 546A Practicum: Nonprofit Management	<u>1</u>
	5

(and/or)

MGT 900A Capstone: Research Methods	(3)
MGT 546A Practicum: Nonprofit Management	<u>1</u>

SPRING ONE

MGT 541B Fieldwork Section II: Practitioner and Leadership Development	4
MGT 546B Practicum: Nonprofit Management	<u>1</u>
	5

(and/or)

MGT 900B Capstone: Lean Launchpad for the Jewish Nonprofit	(3)
MGT 546A Practicum: Nonprofit Management	<u>1</u>

SUMMER TWO

MGT 512B Leadership and Change Management (Connections)	1
MGT 513 Managing in Times of Crisis (or other course offered)	2
MGT 523 Nonprofit Leadership	2
MGT 573 Nonprofit Finance and Planning	2
MGT 579 Applied Jewish Wisdom	2
MGT 590 Advanced Fundraising Principles & Strategies	2
MGT 596 Board Development and Lay Leader Engagement	<u>2</u>
	13

Students may also choose to register for additional elective courses as offered.

MASTER OF ARTS IN JEWISH NONPROFIT MANAGEMENT

Course Sequence Example

MA JEWISH NONPROFIT MANAGEMENT

Degree students will generally complete 34-52 credits depending on whether it is taken as a single or dual degree and the specific course of study. This degree is completed on the following semester sequence: Summer One/Fall One/Spring One/Summer Two/Fall Two/Spring Two and includes the Israel Seminar in December of 2024. Please be aware that specific courses are subject to change, and you should consult your academic advisor if you have any questions.

SUMMER ONE

MGT 512A	Leadership and Change Management (Connections)	1
MGT 521	History of Jewish Ideas and Communal Trends	2
MGT 527	Evolution and Structure of the Jewish Community	2
MGT 531	Fundraising Fundamentals	2
MGT 540	Introduction to Jewish Communal Institutions	2
MGT 544	Organizational Development	<u>2</u>
		11

FALL ONE

MGT 541A	Fieldwork Section I: Practitioner and Leadership Development	4
MGT 545A	Practicum Section I: Nonprofit Management	<u>1</u>
		5

SPRING ONE

MGT 541B	Fieldwork Section I: Practitioner and Leadership Development	4
MGT 545B	Practicum Section I: Nonprofit Management	<u>1</u>
		5

SUMMER TWO

MGT 523	Nonprofit Leadership	2
MGT 573	Nonprofit Finance and Planning	2
MGT 579	Applied Jewish Wisdom	2
MGT 590	Advanced Fundraising Principles & Strategies	2
MGT 596	Board Development and Lay Leader Engagement	<u>2</u>
		11

FALL TWO

MGT 541A	Fieldwork Section II: Practitioner and Leadership Development	4
MGT 545A	Practicum Section II: Nonprofit Management	1
MGT 900A	Capstone: Research Methods	<u>3</u>
		8

SPRING TWO

MGT 541B	Fieldwork Section II: Practitioner and Leadership Development	4
MGT 545B	Practicum Section II: Nonprofit Management	1
MGT 900B	Capstone: Lean Launchpad for the Jewish Nonprofit	3
MGT 581	Global Innovation Seminar: Windmueller Israel Seminar (December 2024)	<u>2</u>
		10

Students may also choose to register for additional elective courses as offered.

CERTIFICATE IN JEWISH ORGANIZATIONAL LEADERSHIP
(Course Sequence Example)

CERTIFICATE

Certificate students must complete a minimum of 10 credits during the summer semester. Please be aware that specific courses are subject to change, and you should consult your academic advisor if you have questions.

MGT 512A	Leadership and Change Management (Connections)	1
MGT 523	Nonprofit Leadership	2
MGT 527	Evolution and Structure of the Jewish Community	2
MGT 531	Fundraising Fundamentals	2
MGT 540	Introduction to Jewish Communal Institutions	2
MGT 544	Organizational Development	<u>2</u>
		11

Students may also choose to register for additional elective courses as offered.

COURSE DESCRIPTIONS

MGT 512 Encounter Seminar: Leadership & Change Management

This Seminar examines different leadership challenges that are commonly encountered in Jewish nonprofits through the experiences of lay and professional leaders. Themes that are common in this course explore organizational lifecycle and change management issues using case studies. Topics may include launching a nonprofit, succession planning, diversity, and bias, and responding to community crisis. The course is designed to develop an understanding of the geography of nonprofit challenges and of students' abilities to recognize and respond to challenges in the field.

MGT 513 Managing in Times of Crisis

The last several years have been extraordinarily tumultuous, both in the U.S. and abroad. The joint disruptions of the COVID-19 pandemic, the rising wave of Christian Nationalism and antisemitism, increasing effects of climate change, and a general assault on democracy have led to higher levels of uncertainty and conflict, both in the external world as well as within nonprofit institutions. This course examines current trends and crises facing nonprofit organizations and how staff, leaders, and stakeholders can navigate them to find common ground and advance their missions, together.

MGT 519 Entrepreneurial Leadership

This course is centered on developing your capabilities as a creative leader. We will explore the core leadership principles at the intersection of creativity and marketing. Entrepreneurial leaders disrupt the status quo and to do so requires developing a different way of thinking about the "big challenges" that confront organizations in the Jewish nonprofit ecosystem. This course is designed to support students in building their own brand of creative leadership.

MGT 521 History of Jewish Ideas and Communal Trends

This course examines contemporary communal issues and provides an opportunity to review the basic sweep of Jewish history from its origins to the present and, in the process, allows the learner to become better acquainted with foundational Jewish texts. Topics include national origins, Diaspora community, religious development, relations with non-Jews, the phenomenon of anti-Semitism, cultural differentiation, and patterns of migration and communal life.

MGT 523 Nonprofit Leadership

The business of Jewish life takes place in a volatile, uncertain, complex, and ambiguous (VUCA) nonprofit ecosystem. Leaders have a profound impact on organizational culture and ultimately determine the effectiveness of employees and lay-leaders in meeting an organization's mission. This course studies the practice of leadership in building a high performing organizational culture. Research, case study analysis, and team projects will support students in developing an understanding of leadership theory and their own leadership practice.

MGT 525 Nonprofit Marketing and Branding

Through a practice-oriented seminar, students develop the tools and mindset to implement marketing and branding in the dynamic context of Jewish communal organizations. While theory will drive much of what we will do in the course, we will also consider the material in an applied context that will serve as a laboratory to understand how well our theoretically informed decisions survive outside of the classroom.

MGT 527 Evolution and Structure of the Jewish Community

This course provides a historical and sociological understanding of the foundations of the contemporary Jewish community. Through interactive discussions, lectures and readings, students study models of community organization, the evolution of American Jewish institutions, and ideas of communal

responsibility.

MGT 531 Fundraising Fundamentals

This course offers foundational learning about the role fundraising plays within nonprofit organizations. Students will explore campaign models and strategies, crafting effective fundraising messaging for donor audiences, annual campaign planning, grant writing and foundation relations, the donor life cycle, and the roles played by lay and professional leadership. The course will culminate with a student selected nonprofit case study, an opportunity for each student to assess an organization's current fundraising practices and make recommendations based on learnings and best practices.

MGT 540 Introduction to Jewish Communal Institutions

This seminar introduces students to the Jewish organizational structure and how organizations operate in an ecosystem that includes partnership and competition. It requires substantial time visiting Jewish communal agencies, religious institutions, and other Jewish organizations in order to understand and critically analyze how leadership styles and nonprofit systems shape the organized Jewish community.

MGT 544 Organizational Development

This course provides an understanding of the impact that organizational culture and climate have on the functioning and performance of Jewish nonprofit organizations. Grounded in nonprofit organizational theory, students explore different administrative challenges that nonprofits face across their organizational lifecycle.

MGT 573 Nonprofit Finance and Planning

This course introduces students to organizational financial management. Students will interact with basic financial tools, terms, and situations, which may include planning and budgeting, understanding financial statements, internal financial management and external financial communication. The course utilizes case studies and experiential exercises that help students integrate a financial orientation to program design and management into their business acumen toolkit.

MGT 579 Applied Jewish Wisdom

Applied Jewish Wisdom is a professionally oriented introduction and exploration of how we bring Jewish life into the practice of leading in Jewish organizations. Students will explore the concept of leading Jewishly and ways in which Jewish wisdom may be applied to strengthen the organizational impact. This includes developing an understanding of how Jewish holidays, lifecycle events, ceremonies, customs, texts, values, ideas, and Hebrew words can enrich the practices of Jewish nonprofit professionals.

MGT 590 Advanced Fundraising Principles and Strategies

This course builds on the Fundamentals of Fundraising by delving deeper into development practices and strategies. Topics include prospect research and cultivation, donor solicitation and stewardship, building philanthropic culture, crisis management, role development, power dynamics, and fundraising ethics. Students will deepen their understanding of resource development strategies and refine practical skills through hands-on solicitation role plays and addressing real-world fundraising challenges.

MGT 592 Organizational Management and Supervision

There is a direct relationship between a nonprofit organization's ability to successfully deliver on its mission and the executive leader's ability to manage the organization, supervise employees, and partner with lay leadership. This course will explore nonprofit management and supervision best practices, discuss real world examples, and build a toolkit for students to implement in their professional practice. Coursework will be rooted in practical experiences drawn from Jewish and secular not-for-profit and for-profit

organizations and be delivered through a mix of virtual discussions, case studies, research and team projects.

MGT 596 Board Development and Lay Leader Engagement

This course will explore some foundational and strategic elements that underlie the work of building and shaping effective boards for Jewish nonprofits. Using a lens of relationship and focusing on balancing a range of conflicting values that are at the core of successful nonprofit management, the course will draw upon the knowledge and skills learned in the first year of the program and will provide students with conceptual strategies that can guide their creative leadership practice.

Key Contacts at HUC-JIR

Rabbi Shirley Idelson, Ph.D.
Director,
Zelikow School
sidelson@huc.edu
213.765.2118

Dr. Lauren Kim
HUC-JIR Registrar
lkim@huc.edu

Mandi Richardson, MAJCS/MSW
Associate Director,
Student Life & Professional Development,
Zelikow School
mrichardson@huc.edu
213.765.2141

Mo Ringler
Associate HUC-JIR Registrar
mringler@huc.edu
513.487.3054

Melissa Garai MAJCS/MPA
Associate Director,
Development & Community Relationships,
Zelikow School
mgarai@huc.edu
213.765.2173

Andrew Durbin
IT Director
techsupport@huc.edu
213.765.2112

Roseanne Ackerley
Director of Financial Aid
rackerley@huc.edu
212.824.2206

Tracey Ward
Office of Student Support
tward@huc.edu
513.487.3234