



LEADING THROUGH INNOVATION: SUCCESSSES AND NEXT STEPS

Rabbi Julia Appel

Director of Innovation Training and Curriculum, Clal

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WHO IS CLAL?

Clal - The National Jewish Center for Learning and Leadership was founded in 1974 by Rabbi Irving Greenberg, Elie Weisel z”l, and Rabbi Stephen Shaw z”l as a Jewish think-tank rooted in pluralism and possibility. Since then, Clal has grown to embody the mission of making Jewish wisdom a public good - training a network of over 300 cutting-edge rabbis, incubating innovative start-ups, and prompting community-wide mindset shifts.

The Torah we teach is deeply pluralistic. We meet people where they are, not where we want them to be. We are animated by a love of Jewish wisdom and practice, rather than by a fear of erosion of Jewish life. We believe Judaism's purpose is to help human beings flourish.



Clal

OUR TEAM - LEADING THROUGH INNOVATION



RABBI ELAN BABCHUCK

Director of Innovation



RABBI JULIA APPEL

Director of Innovation Training and Curriculum



SHELLI ADERMAN

Director of Rabbinic Programs



OVERVIEW OF “LEADING THROUGH INNOVATION”

- 1 13 WEEK COURSE FOCUSING ON ADAPTIVE LEADERSHIP, BUILDING EMPATHY, AND INNOVATIVE APPROACHES TO SERVING CONSTITUENTS, TAUGHT BY CLAL FACULTY**
- 2 BLENDED LEARNING (ASYNCHRONOUS / SYNCHRONOUS LEARNING) + INDIVIDUALIZED COACHING**
- 3 72 TOTAL STUDENTS FROM 13 RABBINICAL / CANTORIAL / MAED SCHOOLS, SO FAR**
- 4 OVER \$120K IN GRANT FUNDING DISTRIBUTED**
- 5 FIRST SEMINARY INNOVATION COURSE, FIRST ONLINE NATIVE CROSS-SEMINARY COURSE**

LTI DESIGN CHALLENGE



- **HOW MIGHT WE RADICALLY CHANGE OUR APPROACH TO SPIRITUAL LEADERSHIP TO HAVE GREATER IMPACT -- BOTH ON PEOPLE'S LIVES AND ON THEIR ABILITY TO EFFECTIVELY PUT THEIR FAITH TO WORK IN THE WORLD FOR THE GREATER GOOD?**

LTI COURSE GOALS

Upon completing this course, participants will be able to:

- 1 ARTICULATE A NUANCED UNDERSTANDING OF THE LANDSCAPE SHIFT IN AMERICAN JUDAISM AND RELIGION MORE BROADLY**
- 2 UNDERSTAND CORE MINDSETS AND ADAPTIVE SKILLS THAT WILL ALLOW THEM TO EFFECTIVELY LEAD IN THIS SHIFTING LANDSCAPE**
- 3 DEMONSTRATE COMFORT USING INNOVATION TOOLS IN THIS NEW RELIGIOUS LANDSCAPE**
- 4 MORE DEEPLY UNDERSTAND THE CONNECTION BETWEEN THEIR UNIQUE GIFTS AND THE CHANGE THEY FEEL CALLED TO BRING INTO THE WORLD**



SURVEY RESULTS

KEY LEARNINGS 2021

IMPACT

- Empathy interviewing changed gave students a sense of purpose and clarity
- Helped students define their personal goals and “superpowers”
- Offered practical skills in subjects not otherwise covered in their programs
- Pass/fail model and focus on iteration instead of perfection allowed students to try new things
- 92-100% felt more confident articulating a personal leadership approach, assessing & serving communal needs, creating something new, using & teaching innovation and entrepreneurship methods

COURSE CONTENT

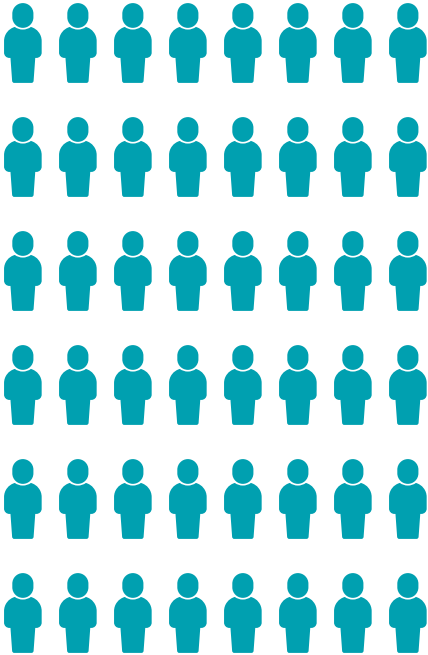
- Introduce interviewing earlier; condense introductory weeks
- Decrease assigned readings and response papers
- Include more peer feedback and workshopping time, and option to work in pairs
- Increase case studies and articles from the Jewish and non-profit world, which were student highlights
- Create a custom LMS to integrate functions of Google drive, weekly emails, and syllabus
- New focus on personal development and reflection was effective
- Participation and student relationships improved because participation was voluntary

RELATIONSHIP BUILDING

- Faculty 1:1 coaching was particularly meaningful and impactful for students who utilized it
- Text study enabled foundational relationship-building among students, which made class feel like a community
- Cross-denominational nature of course was refreshing, eye-opening, and unique for students
- Students overwhelmingly want additional ways to keep in touch with each other, keep learning, and remain connected with Clal

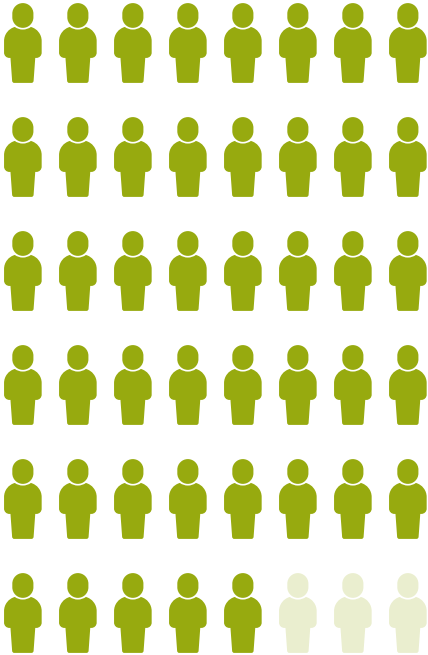
COURSE IMPACT

100%



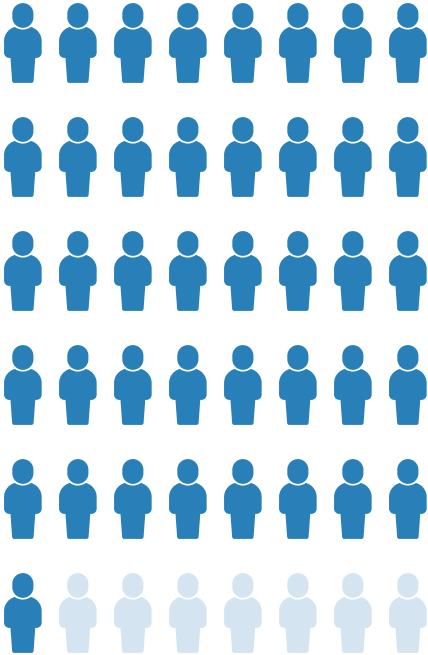
PROVIDED ME WITH TOOLS & LANGUAGE TO BETTER SERVE MY COMMUNITY

92%



WAS IMPROVED BY BEING CROSS-DENOMINATIONAL

85%



CLARIFIED & REAFFIRMED MY COMMITMENT TO SERVE THE JEWISH COMMUNITY

69%



SHOULD BE PROVIDED TO ALL SEMINARY STUDENTS

MOST IMPACTFUL SKILLS LEARNED IN LTI



EMPATHY INTERVIEWING



BRAINSTORMING



PROTOTYPING



PITCHING



FUNDRAISING

TESTIMONIALS: COURSE CONTENT

1 “OF ALL THE CLASSES I’VE TAKEN? THIS ONE REALLY GETS IT!”

2 “I BELIEVE THIS IS A VERY VALUABLE COURSE FOR ALL CLERGY-IN-TRAINING AND I HOPE THAT IT BECOMES A STAPLE IN MORE SEMINARY PROGRAMS.”

3 “HOW AMAZING TO BE IN THIS CLASS, LOOKING AT TRENDS, AS WE EXPERIENCE THIS RADICAL, UNIMAGINABLE CHANGE IN OUR LIVES... AND GAIN TOOLS FOR UNDERSTANDING!!!!”

4 “I HAVE A STRONG SENSE THAT ALL CHANGE HAPPENS IN A MESSY, IMPERFECT WAY AND THAT RATHER THAN WAIT FOR THE PERFECT IDEA OR PLAN, IT’S IMPORTANT TO ACT.”

5 “WHILE I’LL ADMIT I WAS SKEPTICAL AT FIRST, IN THE END I REALLY GOT A LOT OUT OF LTI AND AM GRATEFUL FOR THE WAYS IT PUSHED ME TO THINK MORE CREATIVELY ABOUT MY RABBINATE. IT MADE IT FEEL POSSIBLE TO IMAGINE BRINGING NEW PROJECTS INTO THE WORLD.”

6 “IT SOLIDIFIED MY UNDERSTANDING AND CONFIDENCE IN MY ‘SUPERPOWER’ AND THAT I NEED TO FOCUS ON THAT AS MY FUTURE RABBINATE. IT ALSO HELPED DEVELOP MY INTERVIEW SKILLS... LISTENING, EXPLORING WITH CURIOSITY, GATHERING DATA, CONNECTING MORE DEEPLY, AND LOOKING FORWARD TO WHAT COMES NEXT.”

TESTIMONIALS: CAREER IMPACT

1 “SO OFTEN IN SEMINARY, WE DON'T LEARN THE PRACTICAL SKILLS OF LEADERSHIP - AND THIS CLASS WILL BE ONE OF THE MOST HELPFUL CLASSES FOR MY CAREER. I THINK THAT EVERY RABBINICAL, CANTORIAL, AND M.A. IN EDUCATION STUDENT ACROSS THE SEMINARIES SHOULD EITHER BE *REALLY* ENCOURAGED TO TAKE THIS COURSE, OR IT SHOULD BE MANDATORY.”

2 “I NOW VIEW MY CONSTITUENTS AS THE CENTER OF GRAVITY OF MY WORK. THEIR STORIES, EXPERIENCES, AND NEEDS TEACH ME HOW TO BETTER SERVE THE COMMUNITY. MY ROLE IS NOT TO BE THE TEACHER, BUT RATHER TO BE THEIR STUDENT.”

3 “IN MY LONG SERIES OF INTERVIEWS FOR MY UPCOMING FIRST PULPIT, I CO-CREATED A REALLY FUN IDEA WITH THE PRESCHOOL DIRECTOR. EXCITED, I KEPT REPEATING IT AS AN EXAMPLE THROUGHOUT MY OTHER INTERVIEWS. THAT SAME WEEK, WE LEARNED ABOUT PROTOTYPES IN LTI. AND I REALIZED THAT ALTHOUGH THIS IS A FANTASTIC IDEA, FIRST WE WOULD NEED TO CREATE A PROTOTYPE - AND START SMALL.”

TESTIMONIALS: CROSS-DENOMINATIONAL

1 “WE DON'T INTERACT WITH STUDENTS FROM OTHER SEMINARIES AS MUCH AS WE SHOULD. AND IT MAKES EVERYTHING SO MUCH BETTER. BEYOND THE DIVERSITY OF THEOLOGY/PRACTICE/CULTURE, I FOUND THE THE DIVERSITY OF EXPERIENCE - BOTH IN SEMINARY AND IN THE FIELD - REALLY ENHANCED WHAT WE WERE LEARNING.”

2 “IN ADDITION TO THE EDUCATIONAL INSPIRATION FOR MY PROJECT, YOU PROVIDED ME THE OPPORTUNITY TO MEET AND BOND WITH STUDENTS I WOULDN'T HAVE OTHERWISE MET, SEVERAL OF WHOM WE HAVE DECIDED TO CONTINUE OUR FRIENDSHIP.”

3 “EVERYONE WAS SO POSITIVE, REAL, AND ADAPTIVE. THIS CLASS WAS A BRIGHT SPOT IN MY WEEK.”

4 “I USUALLY HAVE SO MUCH FRUSTRATION WITH PLURALISTIC SPACES, BUT THIS WAS VERY WELL AND RESPECTFULLY EXECUTED.”

5 “IT WAS VERY IMPACTFUL TO SEE HOW PEOPLE OF DIFFERENT DENOMINATIONAL BACKGROUNDS AND POINTS IN THEIR RABBINIC CAREERS AND STUDIES DEVELOPED IDEAS FOR WHO THEY WANTED TO WORK WITH.”

TESTIMONIALS: FACULTY

1 “THANK YOU FOR YOUR WISDOM, YOUR CARING, YOUR CONSTANT AFFIRMATIONS, AND FOR CREATING A CLASS THAT WILL - I’M POSITIVE - POSITIVELY IMPACT THE JEWISH LANDSCAPE.”

2 “I AM EXTREMELY THANKFUL TO THE CLAL FACULTY AND STAFF. WISH I COULD CONTINUE THE RELATIONSHIP WITH CLAL THROUGHOUT MY JOURNEY IN RABBINICAL SCHOOL AND IN THE RABBINATE.”

3 “THANK YOU TO SHELLI, RABBI JULIA, AND RABBI ELAN - YOUR CREATIVE IDEAS AND COMMITMENT TO OUR LEARNING WAS VERY APPARENT! THANK YOU FOR YOUR HARD WORK!”

4 “MY WORDS DO NOT SUFFICIENTLY EXPRESS THE DEPTH OF JOY YOUR SUPPORT BRINGS TO MY HEART.”

100% of participants strongly agreed or agreed that faculty were deeply knowledgeable, engaging and fun to learn from, organized and made good use of class time, and made themselves available for 1:1 support.

SAMPLE PROJECTS

ONE BIG KUGEL: THE INTERFAITH JEWISH COOKBOOK, MIKEY HESS-WEBBER (RRC)



- **A COOKBOOK TO LIFT UP INTERFAITH VOICES THROUGH THEIR CREATIVE FAMILY RECIPES**
- **HOW MIGHT WE LEVERAGE THE INHERENTLY FLEXIBLE, FLUID AND NOURISHING NATURE OF COOKING TO CREATE A WELCOMING SPACE FOR INTERFAITH FAMILIES IN THE JEWISH COMMUNITY?**

JEWISH SPIRITUAL GARDENING KIT, BENA KANE-GRABER (AJR)



Jewish Spiritual Gardening

~ Gardening as a Jewish Spiritual Practice ~

Bena KaneGraber



Key Components

Tactile, physical
engagement with
soil, seeds & water

Spiritual Guide
Booklet

- Exploring spiritual
connectors

Opportunity to
connect with
others

Access to source
material / Sacred
Texts

Jewish Spiritual Gardening is a project that provides the opportunity to bring Jewish Mindfulness to indoor/outdoor gardening, through providing tools that combine the spiritual, intellectual, and practical elements, to joyfully nourish mind, body, and soul.

RAINBOW LEV, REED KOLBER (AJR-CA)

RAINBOW LEV

Jewish LGBTQ+ Teen Leadership Program:
Empowering Through Creative Ritual

LGBTQ+ TEENS

LGBTQ+ teens are the least served of the Jewish demographic. Youth post bar-mitzvah and pre-wedding are a "forgotten" demographic in Jewish ritual life. They also suffer among the high rates of suicide, overdose, violence, and mental illness.

Rainbow Lev is about self discovery, building community, reclaiming Jewish ritual, and leadership development.

Ages

13-19 years old

Jewish Identity

All those who identify with Judaism
welcome

LGBTQ+

Lesbian, Gay, Bisexual, Transgender,
Gender-Non Binary, Queer and Plus

Rainbow Lev teaches LGBTQ+ youth about Jewish queer history, offers them personal and professional mentorship, and the practical and ritual leadership skills to become Jewish ritual mavens in their own lives as well as in their own communities.

THE KETUBAH PROJECT, REBECCA HORNSTEIN (RRC / HEBREW COLLEGE)

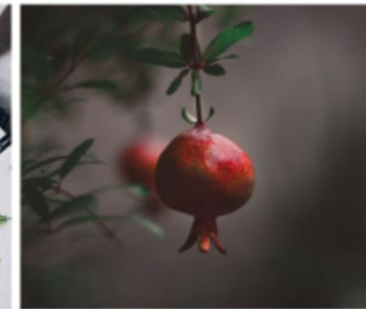
The Ketubah Project

Rebecca Zimmerman Hornstein
Leading Through Innovation, May 17, 2020



Vision

- Use fact that people reach for Judaism during lifecycle moments
- Creation of wedding ritual as a container for deeper spiritual exploration
 - Jewish ritual filling a real need in preparation for marriage
- Process that affirms existing Jewish identity and leaves the door open for further exploration



My Story:

- Rabbinic student and artist
- Knew what I wanted but nowhere to find it
- Curious about experiences of those around me

Through The Ketubah Project, selecting custom Ketubah text and art will become more than something to check off the long wedding to-do list. It will become a place for deep engagement with what it really means to enter into deep commitment and partnership. At the end of this process, each couple will have a beautiful, unique and meaningful contract that lasts far beyond the day of their wedding. The path that leads them there will be one that facilitates connection with each other, with spiritual meaning, and with Judaism.

JAM JEWS, TZIPPORA HOROWITZ (AJR)



A Pluralist Kehillah (Community) Without Walls [Log In](#)

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- **WE PROVIDE ALL OF THE FUNCTIONS THAT A NORMAL JEWISH COMMUNITY WOULD, WITH A SPECIFIC FOCUS ON REACHING UNAFFILIATED JEWS IN THE JAM SCENE. WE MEET AT CONCERTS AND MUSIC FESTIVALS, FACILITATE SIMCHAS (JOYOUS LIFE EVENTS), AND PROVIDE DISTANCE LEARNING OPPORTUNITIES TO REACH YOU WHERE YOU ARE AT!**

WONDROUSLY DOES/N'T, EMILY ARONSON (HUC-NY)



Wondrously Does/n't: A Space for the Jewish Body is a gathering space for emerging and early adult Jews to experience and create deeply-rooted and informed Jewish rituals to reflect the embodied experiences of Jews with invisible illnesses.

THE ANUSIM SOCIETY, JOSEPH BERRIOS (AJR)

Vision

- An overwhelming amount of Latinos are the descendants of the Anusim.
 - The Jerusalem Post estimates that 25% of the Latino population are Anusim.
 - In the United States alone there are 60 million Latinos.
- These Anusim do not know how to connect back to the faith of their ancestors.
- In an ideal world, these Anusim would be able to reconnect and reintegrate back to Judaism.

Plan

- The first phase of the project is to implement a virtual community through the web.
- The webpage is currently under development with an expected launch date of July 1st, 2021.
- Three months after the launch, user feedback and site usage will be used to analyze and determine how to fine tune it.



The Anusim Society is an organization by Anusim, helping other Anusim in their journey of discovery. We provide provide educational material, geneological support to validate their ancestry, and a spiritual uplifting community in which Anusim can support each other.

MAKOM KADOSH, MAOR GREENE (JTS)

What do 20s and 30s LGBTQ+ Jews Need to Thrive?

This group needs a communal spiritual/emotional container that has four fundamental components: Co-Creation, Accessibility, Safety, and Transformation (CAST):

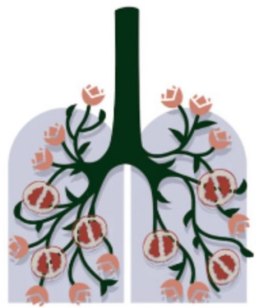
- **Co-Creation** – folks need a non-hierarchical community in which they don't just receive care, but also contribute substantially to the wellbeing of the whole group.
- **Accessibility** – folks have limited funds and are often geographically isolated. Accessibility also a justice issue – all need to be welcome and to know that everyone else is welcome too.
- **Safety** – Trust must be actively fostered amongst group members. Many folks have been deeply wounded by Jewish communities in the past.
- **Transformative** – Experience needs to feel spiritually dynamic, with the potential for major growth and transformation.

What we hope to offer to 20s and 30s LGBTQ+ Jews

- Makom Kadosh / Sacred Space will consist of 4, 2-hour online sessions
- These sessions will each have a theme (visioning, finding your roots, exploring growth, working with resistance).
- There will be short content towards the beginning to frame the time together.
- Most of the time will be spent in structured sharing.
- The project will draw heavily on models of group spiritual direction while still providing enough of a frame (session theme) to focus our time together.
- Working assumption: everyone in the group already has everything they need inside to sprout and grow into a fuller version of themselves. We are collectively creating a container to allow this growth to happen.

Makom Kadosh/Sacred Space is an online spiritual direction group for LGBTQ+ Jews in their 20s and 30s, designed around their particular needs and cultural expectations.

THE AMEN INSTITUTE, DVIR AND BRIAH CAHANA (YCT AND YESHIVAT MAHARAT)



THE AMEN
INSTITUTE

Art, Music, Education, Neshama

www.theameninstitute.com

May 25th 2021

Vision

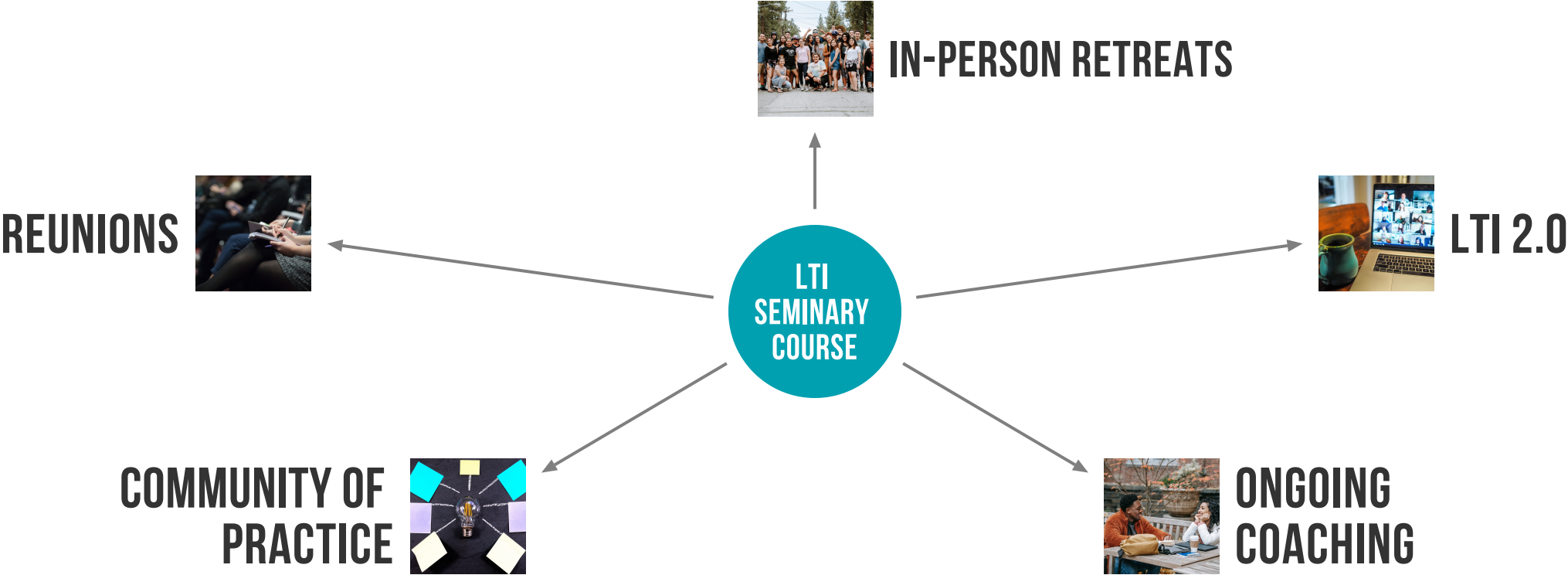
- Artists feel disenfranchised from mainstream Jewish Communities
- Too subversive or uninformed
- Judaism is inherently creative

We want to create a thriving community that integrates the creative voices of Jewish artists to embrace their wisdom and empower their Jewish exploration in the centers of contemporary Jewish life.

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NEXT STEPS

NEXT STEPS FOR LTI ALUMNI - THE CLAL INNOVATION NETWORK



100% OF STUDENTS WERE INTERESTED IN CONTINUING THE JOURNEY WITH CLAL.



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