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# impact

**Hornstein Program in  
Jewish Communal Service  
Brandeis University  
Waltham, MA 02454-9110**

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## MESSAGE FROM THE DIRECTOR



By the middle of August, no matter what my September plans, I always revisit a set of questions, the kind our students call personal professional issues. Maybe its the desire to linger at the beach , perhaps its the back to school frenzypicking up. No matter the cause, the questions recur.

What has been accomplished in the past year? What are my priorities for next year? Am I satisfied with the balance between work and all the other aspirations and opportunities? These questions clearly relate to the introspection and assessment that start in Elul and accompany us, with different formulations, through Rosh HaShanah and Yom Kippur.

Since I will be on leave during the 2003-04 year, the coming year presents me with the opportunity to experiment with these questions. Changing routine is an opportunity to consider commitments anew. So what will I do? I hope to see friends, exercise and study. But I will also be returning to active research. With our Mandel Center for Studies in Jewish Education I will initiate a project on pluralism in Jewish educational settings a rich subject with implications for many aspects of Jewish life. I will also work with PEJE to develop a protocol to help schools better understand and modify their cultures and with the Covenant Foundation on an educator leadership program. In the Spring I expect to do some work with the JDC in Europe, as part of my desire to educate myself on an international perspective in order to develop our International Jewish Communal Service capacity. (See the article&&&&&&&&.) Then there are the other professional pieces: finishing those articles; reading those books; rethinking those courses.

What will happen at Hornstein in my absence? In terms of the Programs leadership, all is in place. We have worked hard over the years to build collaborative leadership within the Program so that knowledge and responsibility for dif-

ferent aspects of our work reside with different faculty members. This makes the system more resilient and able to adapt to a directors absence. Joe Reimer and Marlene Schultz will serve as co-directors with Joe handling the more external elements and Marlene the internal ones. Carl Sheingold, Larry Sternberg, Sharon Feiman Nemser, David Mersky and Bernard Mehlman have each taken on additional responsibilities. I am deeply grateful, not only for my colleagueswillingness to do this, but for our commitment to maintaining a work environment that is supportive, inquiring and, ultimately, committed to providing excellent professional education.

Hornstein plans for this year are firmly in place. Our office reorganization means that several of our basic systems will be redesigned and improved. We continue to work on recruitment. (Thanks to all our alumni who have helped in this effort.) We are pleased to report that we have a 1st year class of 19 students. In terms of the curriculum, attention goes in two directions: further development of the international JCS curriculum and a redesign of the Jewish education concentration.

Since Impact is for alumni and other friends of the Program, Ill return to the theme of personal professional issues. We have chosen a field that in some sense has no boundaries: when is our work done? There is always another idea to try, donor to contact, community service to strengthen. Finding the balance that works at different stages of life is an ongoing effort to create a life that reconciles the three points that Hillel described in his famous aphorism.

If I am not for myself, who is for me? If I am only for myself, what am I? And if not now, when? In this coming year I will explore Hillels points: using time so that my commitments to others and to myself can flourish.

I wish you and all those you care about the opportunity to see your dreams flourish in a 5764 filled with peace and contentment in Israel and throughout the world.

*Susan L. Shenitz*