



University of Colorado **Boulder**

2016 Program Review

Program in Jewish Studies

Academic Review and Planning
Advisory Committee Report

Approved

A handwritten signature in black ink, appearing to read "Paul A. Wenzel".

02/13/2017

Provost and Executive Vice Chancellor for Academic Affairs : Date

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Process Overview

The review of the Program in Jewish Studies was conducted in accordance with the 2016 review guidelines. The Academic Review and Planning Advisory Committee (ARPAC) conducts and writes the final reviews of all academic units on the Boulder campus. The unit prepared a self-study, which was reviewed by an internal review committee (IRC) of two CU Boulder faculty members from outside of Jewish Studies. The IRC found the report to be “very thorough and well written.” The unit, in turn, found the IRC report to be “fair and accurate.” An external reviewer, an expert within the discipline from outside of the University of Colorado, visited the unit on April 18 and 19, 2016, reviewed the relevant documents, and met with faculty, students, staff, university administrators, and ARPAC members. The external reviewer’s comments and recommendations are cited at appropriate points throughout the report. This public document reflects the assessment of and recommendations for the Program in Jewish Studies as approved by ARPAC.

Academic Review
and Planning
Advisory
Committee
(ARPAC)

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Academic year 2016-2017
voting members

Non-voting members

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Unit Overview

The campus' standardized description of the Program in Jewish Studies (JWST), and information regarding comparable units, can be found on the Office of Data Analytics' (ODA) website (<http://www.colorado.edu/oda/institutional-research/institutional-level-data/information-department/academic-review-and-0>). ODA updates profiles annually in the fall semester. This report cites the ODA data for the Program in Jewish Studies posted in October 2015, the most recent update available; these figures reflect the state of the unit in academic year (AY) 2014-2015.

The program's "primary goal is to explore Jewish culture, history, society, and thought while equipping students with a fluency in a number of the disciplines offered through the College of Arts & Sciences" just as "Classics, for example, takes the study of the Ancient Greeks and Romans as its primary object." Jewish Studies works across disciplines to coordinate curriculum, interdisciplinary research initiatives, event programming, and other efforts geared toward enhancing Jewish studies. It offers a Bachelor of Arts degree in Jewish Studies as well as minors in Jewish Studies and Hebrew and Israeli Studies. As such, it effectively functions as a hybrid center-department, a degree-granting unit that rosters no tenure-track faculty independently, oversees only a small part of the curriculum, and receives a limited continuing budget allocation to support its operations. In addition, Jewish Studies offers a series of public events, including workshops, talks (by visiting faculty members and others), exhibits, symposiums, films, and panel discussions that regularly draw audiences of students, faculty, and members of the Boulder community.

Personnel and governance

According to the program's self-study, as of March 2016, Jewish Studies has 14 affiliated faculty members (11 tenure-track, two rostered instructors, and one visiting lecturer) and one full-time

staff member. Four of these faculty members have been added since the inception of the program.

The program is governed by bylaws revised in October 2014. All regular program faculty members appoint the director, who the dean of the College of Arts and Sciences approves. The director serves a four-year term, renewable once (for a maximum total of eight years). An executive committee oversees the program and consists of the program director, two associate directors, and one faculty member-at-large, who serves for a two-year term (renewable once) upon which the program faculty votes. The two Jewish Studies associate directors work, respectively, as chairs of the graduate and undergraduate studies committees. In addition, there is an events/colloquium/visiting scholars committee. These structures conform to university norms, and the program appears to be well-governed and highly collegial.

Two staff members support the program: one full-time employee whose salary is paid mainly by the college and augmented with monies from Jewish Studies' gift funds and one graduate student who works 15 hours a week and is paid entirely from the program's gift funds.

Research, scholarship, and creative work

The Program in Jewish Studies is, in the words of the self-study, "an academic and intellectual area of study in which we explore the lives of Jews over the course of two or more millennia in almost every part of the globe. To that end, we use a variety of scholarly methodologies, such as philosophy, sociology, literary criticism, anthropology, film studies, and history." The affiliated tenure-track faculty in Jewish Studies span nine units: Anthropology, Asian Languages and Civilizations, English, French and Italian, Germanic and Slavic Languages and Literature, History, the College of Music, Religious Studies, and Spanish and

Portuguese. Faculty research tends to focus on issues related to the relationship of Judaism to other religions (e.g., Christianity and Islam), Jewish arts (literature and music), Hebrew as a language (Biblical and modern), and the recent history of Jews and Judaism (e.g., 20th century onward).

Undergraduate education

The Program in Jewish Studies manages an interdisciplinary BA as well as a minor, both of which were created in 2014. The Office of Data Analytics (ODA) identifies 12 comparable majors and 18 comparable minors in its fall 2014 census, the most recent data provided. The Jewish Studies major involves three years of university-level training in any language that has been spoken by a Jewish community (modern or Biblical Hebrew, Arabic, French, German, Italian, Russian, Spanish, and so on), 36 credit hours of Jewish studies requirements, and a capstone project. Because the language requirement has been an impediment to many students signing up for such a major (they often do not find out about the program until their second or third year), the unit has added a new non-language-intensive track. The ODA data also indicates 693 credit hours taught in Jewish Studies courses for AY 2014-2015.

The program offers several internships including teaching Hebrew to elementary school children at the local Congregation Har Hashem, working with the sustainable Israeli-Palestinian Project, working with Hazan in the local community to promote and support local gardening/farming, working with the Boulder Jewish News, being a marketing intern with the Boulder Jewish Family Service, and working with the Post-Holocaust American Judaism Archives, among others. Jewish Studies also provides students with the opportunity to participate in faculty-led, short-term study abroad programs, one in Israel and the West Bank and the other in Istanbul (in alternating years).

Graduate education	While no formal graduate coursework is offered, Jewish Studies hosts a monthly graduate colloquium, organizes graduate seminars, and provides research, teaching, and fellowship opportunities.
Budget	The program has two major funding sources: the College of Arts and Sciences and gift funds. The college provides \$9,000 toward administrative costs and activities, along with support for a majority portion of one full-time staff member's salary and two graduate assistantships. The remainder of Jewish Studies' \$100,000-\$200,000 operating costs comes from 20 gift funds, nine of which are endowed. The university funds are used to cover expenses related to general office operations, including the cost of the copier, telephones, postage, and office supplies, and partial costs of the beginning of the year faculty/student orientation and year-end graduation ceremony. The remaining funds are equitably dispersed, although there are a few funds that are specific to particular faculty members' research programs. These gift funds also support a 15-hour-per-week graduate student, student scholarships, event costs, faculty research and instructional support, some class buyouts, and part of instructor and staff salaries. A portion of these funds might also in the future augment the director's salary (pending dean approval) due to changes in the college's algorithm for compensating faculty taking on administrative work. In addition, fund raising efforts have proved successful; for example, Jewish Studies raised \$150,000 in matching funds from the Bender Foundation.
Space	The program is located in an office suite in the University Club building. It houses two staff members (the executive manager and the part-time outreach and administrative coordinator), and contains three faculty offices (one in the main office, UCLUB A3,

and two upstairs). Jewish Studies affiliates view their space—geographically near other humanities units—as well located.

Past Reviews

The program was founded in 2007 and did not offer a major until 2012. As a result, there has been no prior program review.

Campus Context

The program is the hub for Jewish scholarship on the Boulder campus. Presently, the vast majority of Jewish Studies faculty come from the College of Arts and Sciences (A&S), and the program's work has a largely A&S focus. In addition, Jewish Studies has engaged in community building that emphasizes inclusion among, and dialogue between, Jewish and non-Jewish individuals alike. This ethos is reflected, for example, in one of its programmatic foci on Israeli-Palestinian relationships, which includes both an endowed professorship in this area (a first in academe) and an undergraduate global seminar to Israel and the West Bank. This focus clearly addresses the Flagship 2030 goal of "learning for a diverse world."

Moreover, the program also has strong ties to the local community. These ties are embodied in the internships available to program students, the participation of the local community in Jewish Studies-sponsored events and seminars, and the degree to which senior members of the community engage in class offerings through auditing opportunities.

One of the major strengths of the program is its impressive set of archives, the most notable of which is the Post-Holocaust American Judaism Archive. "The focus of this archive is on materials examining Judaism and the Jewish experience through the lens of religious, cultural and social movements in America, as well as various philosophies of Judaism and Jewish organizations, originating from the late 1940s to the present"

(<http://www.colorado.edu/jewishstudies/resources-scholarships/post-holocaust-american-judaism-archive>). These archival materials provide for extremely rich and unique opportunities within not only the domain of Jewish studies per se, but also allied fields such as history.

National Context

Jewish Studies has already made its presence known nationally and internationally. It has focused on distinctive areas of scholarship (e.g., Israeli-Palestinian relationships) as well as acquiring unique resources (e.g., the Post-Holocaust American Judaism Archive). This strategy of identifying unique and cross-cutting scholarship niches that are inclusive of different Jewish as well as non-Jewish perspectives is one that has served the program well. For example, Jewish Studies runs global seminar programs abroad and has ties with other universities, such as Boğaziçi University in Istanbul. The program's strategic vision reflects a desire to continue to deepen and grow such connections, and both the internal review committee (IRC) and the external reviewer found that logic sound and strategic.

The program has a record of attracting participation from members of national and international communities through its speaker series and event programming. Jewish Studies also offers the Jim and Diane Shneer Fellowship to provide funds to help visiting scholars do research with the Post-Holocaust American Judaism Archive.

Analysis

In relatively little time, Jewish Studies has become a vibrant program with distinctive resources. Moreover, it has been especially good at engaging with, and receiving support from, individuals and groups external to CU Boulder. It has chosen to focus on unique areas of study (such as Israeli–Palestinian relations), and it has secured notable resources to aid scholarship and to enhance the university’s reputation (e.g., the Post-Holocaust American Judaism Archive). The external reviewer describes Jewish Studies as “an interdisciplinary gem, a true ornament for the College of Arts & Sciences.” In particular, the reviewer emphasizes that CU Boulder “has built a dynamic program” which is a “remarkable achievement” especially when one considers that Jewish Studies “has no rostered tenured or tenure-track faculty[;] no courses taught exclusively under its rubric of [Jewish Studies] (although it does offer Hebrew language at [sic] three levels); no graduate program but more than a dozen graduate students who meet regularly in a Jewish studies faculty-student colloquium; a minuscule university-funded operating budget; and a single Program Coordinator (Executive Manager).”

Moreover, what is striking, as both the internal and external reviews note, is the degree to which the program has successfully built a sense of community and how the program serves as a nexus for Jewish studies. Part of this success can be attributed to the depth and breadth of undergraduate and graduate student mentoring, a process in which the faculty are actively engaged (see below).

While it is true that Jewish Studies has not attracted as many students into its degree program as it projected in creating the degree, ARPAC does not believe this is an issue of great concern. This is a program that relies less on student credit hours and tuition dollars than other units. To begin with, since it draws its

faculty from other departments (faculty who benefit from Jewish Studies' interdisciplinary thrust), it does not add major costs to run the degree. In addition, the program has been successful in attracting gift funds, including funds to support students. The program contributes to student success and to the success of the faculty in ways that cannot be measured by counting the number of degrees awarded.

Personnel and governance

Jewish Studies has been quite successful at leveraging the program structure to flexibly and dynamically adjust areas of emphasis and to engage larger sections of the campus without a more formal departmental structure.

The program faculty are productive in their scholarly endeavors, while at the same time, they engage in activities that reach beyond CU Boulder. The IRC and the external reviewer endorse both the requests for additional faculty lines and the addition of new content areas that are being considered (e.g., Sephardic and Latin American Jewish studies). The external reviewer suggests that one of these hires should be a scholar whose research is engaged in issues related to the Post-Holocaust American Judaism Archive, as this is a unique program resource.

In addition, Jewish Studies has used some of its gift funds to aid faculty retention offers. The IRC supports the request for university funds for faculty salaries (the external reviewer did not comment on this issue).

In the self-study, Jewish Studies requested funds to hire a new support position. Both the IRC and the external reviewer endorse this request. They note that the range of activities Jewish Studies supports merits such a position and that, moreover, providing funds for such a position would enable the program director to

take on additional fundraising. The IRC and external reviewer also note that such a position would not be well-filled by a graduate student or post-doctoral scholar as continuity is a concern, especially to the degree that this person's responsibilities include helping to coordinate activities and outreach across departments, aiding in organizing access to, and the use of, the archives, and so forth.

While there is the need for such a position, it is not clear that the college will be willing to fund it, given how ubiquitous staffing needs are. It may be that gift funds could be a potential source for position funding, at least in the near term.

Another issue raised in the self-study is the lack of continuity of compensation for the faculty member serving as program director due to changes in the college's algorithm for determining administrative supplements. The director's salary is currently being augmented with gift funds. Neither the external reviewer nor the IRC commented directly on the issue of director compensation, but it may deserve further attention and discussion between the unit and the college.

Undergraduate and
graduate education and
support

Jewish Studies has a coherent set of curricular offerings despite being in the unusual position of being a non-departmental unit with undergraduate majors and minors. Therefore, Jewish Studies has little curricular oversight. The program has both graduate and undergraduate curriculum committees that help to establish coherency across study plans. Although neither the IRC nor the external reviewer remark upon this concern, committee appointments seem to be drawn from only five departments; there may be opportunities to engage faculty from other departments in future expansion/revision of curricular offerings.

Also of note are the many different avenues available to students to engage in studies beyond the classroom, ranging from internships to global programs, and in venues both academic and non-academic in nature. Jewish Studies has successfully obtained funding for a variety of different student scholarships.

Moreover, Jewish Studies does an exemplary job of mentoring students; student comments gathered by the IRC affirm this as does the external reviewer. All indications are that the program has worked to create a warm and supportive environment that allows for rigorous intellectual interchange among individuals regardless of viewpoint or background. To help further foster a sense of student community, the program has requested additional space for a lounge and meeting space. This request seems in line with the strategic emphasis that Jewish Studies has placed on student training and mentorship.

With regard to graduate training, the self-study notes that Jewish Studies is in the process of considering the creation of a graduate certificate, an idea the IRC and external reviewer endorse. Jewish Studies is also considering a professional certificate for non-degree students who are contemplating or are engaged in work in the Jewish non-profit sector or in Jewish day schools, either within local communities or more globally. The external reviewer suggests that Jewish Studies might think a bit more broadly about these possibilities, especially with regard to making such a program attractive to students already pursuing a graduate degree in one of the professional schools.

Budget In the external reviewer's words, "Comparing [the program's] resources to its products, one can only conclude that CU's modest investment in Jewish Studies has yielded outsized returns." The budget support provided by the administration is

small compared to the program's needs. To fill the gap, the program has engaged in fundraising, and much of the director's time is spent pursuing such opportunities. Without outside support, the program's many endeavors would not be possible.

It appears that there are a variety of ways in which Jewish Studies could secure its future financial footing. The external reviewer suggests that the program consider offering summer courses (although it should be noted that their global courses in part occur during the summer). Because the Jewish Studies major may never garner extensive student numbers, it may be worthwhile for the program to leverage its track record of success in engaging with the larger community to secure additional gift funds. For example, the program might consider using gift funds to help support a half-time community engagement officer position. To the degree that investing in such a person and such activities can be shown to generate additional income, Jewish Studies would be in a good position to request college matching funds.

Inclusive excellence

The program appears to take diversity seriously. The self-study states that 20 percent of enrolled students identify as minorities. The program emphasizes the many ways it is working to make information about the major known to students of all backgrounds and viewpoints and student recruitment efforts emphasize an openness to Jewish and non-Jewish students alike. Program plans to expand into Sephardic and Latin American Jewish studies should also benefit expanded community engagement.

Library resources

The Program in Jewish Studies has drawn together an impressive collection of scholarly resources, the most notable of which is the Post-Holocaust American Judaism Archive. The archive is instrumental for program activities, including the bi-annual Embodied Judaism symposium and exhibition; however, the

collection lacks a well-articulated use plan and a clear administrative structure, nor is there sufficient dialogue between the program and the University Libraries regarding these materials.

Recommendations

The members of the Academic Review and Planning Advisory Committee (ARPAC) address the following recommendations to the Program in Jewish Studies and to the offices of the dean, provost, and chancellor. It is the committee's intention that the recommendations serve to benefit program improvement and development and to further the mission of the University of Colorado Boulder.

To the unit

1. Create a concrete plan to leverage Jewish Studies unique scholarly resources, most notably the Post-Holocaust American Judaism Archive.

While the committee understands that efforts are on-going with the libraries, there is a critical need for one individual to be responsible for the oversight of the Jewish Studies archival materials and how they are used and leveraged, ranging from access for scholars, to exhibits, coursework, and so on. Jewish Studies should consider how coordination with librarians could be achieved to meet these goals. One possibility might be to request a joint faculty position with the University Libraries to address this issue;

2. In requesting additional faculty lines, partner with units that could serve as a tenure home. Areas for potential hires are discussed below.
 - a. Consider a request for a faculty member with expertise in the post-World War II American-Jewish experience or the American-Jewish experience, more generally. A faculty line in this area is likely to be an excellent way to leverage the program's unique archival materials and was strongly endorsed by the external reviewer. Concurrently, consider how a faculty line in this area

could expand the roster of departments that affiliate/engage with Jewish studies. For example, such a hire might enable new cross-fertilization with the University Libraries as well as with Anthropology or Sociology;

- b. Consider a request for other faculty lines that could create a niche for the program within the larger national and international intellectual landscape. One area proposed by Jewish Studies during the self-study was Sephardic and Latin American Jewish studies; an idea that both the internal and external reviewers endorse. Additionally, such a hire could leverage the strengths of other CU Boulder departments already peripherally involved in Jewish studies, including French and Italian, Geography, and Spanish and Portuguese;
3. Beyond faculty hiring, consider how the Program in Jewish Studies might foster new intercampus ties, both within the College of Arts and Sciences (e.g., with Art and Art History, English, and International Affairs), and outside (e.g., with Business and Education). Consider also how either a Jewish Studies graduate certificate or a professional master's program could help to build such ties;
4. Consider in future strategic planning whether a program or departmental structure will best meet the unit's goals;
5. Plan for the funding of a new half-time outreach and community engagement coordinator, an aim ARPAC endorses. It may be that gift funds will be required to implement the position. To the degree to which the unit can

demonstrate that the investment will garner additional community support, monetary or otherwise, it could use such data to request partial position support from the college;

6. Work with the college on space needs and possible renovations.
7. Work with Jewish Studies to consider how to manage and leverage its extensive archival holdings, including the possibility of a shared faculty line.
8. Support proposals for additional faculty lines in areas of scholarship suitable to leveraging the university's archival resources and/or Jewish studies emphases; a good outcome of such hires would be to expand the set of departments engaged with the program;
9. Consider updating the funding model for interdisciplinary programs such as Jewish Studies; the program should accrue some form of "credit" for course offerings—as is, the credit is given to the departments from which Jewish Studies students are drawn;
10. In recognition of the degree to which Jewish Studies has been successful in its fund raising, consider funding or matching externally derived funds in support of a community engagement officer or a similar position;
11. Consider the degree to which the compensation algorithm for College of Arts and Sciences program directors accounts for their extra duties;

To the dean of the
University Libraries

To the dean of the College
of Arts and Sciences and
to the provost

12. Work with Jewish Studies to consider ways in which their space could be remodeled or expanded to include a student meeting/gathering space.

To the chancellor

13. In keeping with the Flagship 2030 goal of “building a global crossroads” by internationalizing the curriculum, explore the value and feasibility of establishing a position at the vice-chancellor level to oversee and to promote CU Boulder international activities.

Required Follow-Up

The director of the Program in Jewish Studies shall report annually on the first of April for a period of three years following the year of the receipt of this report (i.e., April 1st of 2018, 2019, and 2020) to the dean of the College of Arts and Sciences and to the provost on the implementation of these recommendations. Likewise, the deans of the College of Arts and Sciences and the University Libraries shall report annually on the first of May to the provost on the implementation of recommendations addressed to them. The provost, as part of the review reforms, has agreed to respond annually to all outstanding matters under her/his purview arising from this review year. All official responses will be posted online.