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**THE REPORT OF THE
INDEPENDENT INVESTIGATION**

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TABLE OF CONTENTS

I.	Introduction.....	1
A.	Brief Overview of the URJ	1
II.	Executive Summary	3
III.	The Investigative Process	6
A.	Public Announcement of Investigation.....	6
B.	Interviews.....	6
C.	Document Review.....	7
D.	Analysis, Limitations and Confidentiality	7
E.	Naming Conventions	8
IV.	Sexual Misconduct Involving Minors at URJ Youth Programs	8
A.	Reports of Sexual Misconduct between Adults and Minors at URJ Youth Programs	8
1.	Jon Adland	9
B.	Boundary Crossing by Adults Against Minors at Camps.....	10
C.	Sexual Misconduct Between Minor Peers at URJ Youth Programs.....	10
1.	Issues Involving Consent	10
2.	Sexualized Culture of NFTY and Kutz Camp	11
3.	Boundary Crossing and Bullying Behaviors.....	11
D.	Complaint Handling at Youth Programs.....	11
V.	Sexual Misconduct Between Adults at URJ Programs and Workplaces	12
A.	Summary of Reports of Sexual Misconduct Between Adults at URJ Programs and Workplaces	12
1.	Unwanted Sexual Advances and Sexual Assault.....	12
2.	Relationships Among URJ Staff.....	12
3.	Inappropriate Workplace Comments	13

4.	Inappropriate Conduct by Third Parties at URJ Conferences.....	13
5.	Gerard “Jerry” Kaye	13
6.	Rabbi Allan Smith.....	14
VI.	The URJ’s Past Hiring Practices.....	15
A.	Historic Hiring Practices at the URJ.....	15
B.	Rabbi Jay Davis	16
VII.	Other Reported Misconduct.....	17
A.	URJ Workplaces and Youth Programs	17
B.	URJ Congregations	17
1.	Summary.....	17
2.	Themes From Congregational Reports	17
VIII.	Policy and Training Analysis.....	18
A.	Employee Sexual Misconduct Policies and Training	18
1.	Employee Policy Against Sexual Harassment.....	18
2.	Employee Consensual Relationships Policy.....	19
3.	Employee Hiring.....	20
4.	Employee Sexual Harassment Training.....	20
B.	Camp Youth Protection Policies, Procedures and Training.....	20
1.	Youth Protection Policy.....	20
2.	Camp and Israel Programs Code of Conduct.....	21
3.	Camp Incident Reporting Policy and Procedures	22
4.	Youth Protection Training for Staff.....	22
C.	Volunteer and Program Participant Policies and Training	22
1.	Ethics Code.....	22
2.	Board Sexual Misconduct Training	25

3.	NFTY Participant and Volunteer Policies and Training.....	25
4.	RAC Participant and Volunteer Policies and Training.....	26
5.	Event and Conference Participant Code of Conduct	26
IX.	Recommendations.....	27
A.	Additional Resources Dedicated to Complaint Handling.....	27
B.	Policy Improvements	29
C.	Record Retention Policies and Practices.....	31
D.	Training Enhancements	32
E.	Hiring of Staff, Contractors and Volunteers	34
F.	Other Youth Protection Enhancements.....	34
G.	Congregation and Reform Movement-Wide Concerns	35
H.	Implementation of Recommendations	37
X.	Conclusion	37
XI.	Appendix	
A.	Appendix A – Sexual Harassment Policy	
B.	Appendix B – Creating a Safe & Respectful Workplace	
C.	Appendix C – Consensual Relationship Policy	
D.	Appendix D – Camp Youth Protection Policy	
E.	Appendix E – Camp Code of Conduct	
F.	Appendix F – Sample Incident Report	
G.	Appendix G – URJ Ethics Code	
H.	Appendix H – NFTY Code of Conduct	
I.	Appendix I – NFTY Senior Pledge	
J.	Appendix J – RAC Adult Code of Conduct	

- K. Appendix K – RAC Youth Code of Conduct
- L. Appendix L – RAC B’rit K’hilah
- M. Appendix M – Participant Code of Conduct

I. Introduction

Debevoise & Plimpton LLP (“Debevoise”) was retained by the Union for Reform Judaism (the “URJ”)¹ on April 26, 2021, after reports on social media accused several Hebrew Union College Jewish Institute of Religion (“HUC”) professors of sexual harassment, gender bias and other forms of inequitable treatment. These reports did not directly implicate URJ programs, but the leadership of the URJ recognized that URJ programs are not immune from sexual misconduct and that it was a critical time to “empower others who have suffered in silence to come forward so that there can be both accountability and healing.”² Consequently, the URJ directed us to conduct an independent and impartial investigation of any sexual misconduct at URJ workplaces, summer camps and programming, including youth programming, without any time limitations. As used in this report, “sexual misconduct” is intended to encompass misconduct of a sexual nature, including verbal sexual harassment, unwanted sexual advances, sexual touching and sexual assault.

The Debevoise team that worked on this investigation is independent and has not previously represented or been associated with the URJ. We have functioned independently in conducting the investigation and preparing this report. The findings and recommendations in this report are exclusively those of the Debevoise team.

A. Brief Overview of the URJ

The URJ is popularly known as the congregational arm of the Reform Judaism Movement in North America (the “Reform Movement”). URJ’s mission “is to provide vision, leadership, and programmatic support to Reform Jewish congregations and to perpetuate and advance Reform Judaism.”³ Although the URJ is comprised of 831 member congregations, each congregation is completely autonomous from the URJ, and therefore misconduct at the congregational level was outside of the scope of our investigation.⁴

¹ Prior to 2006, the URJ was called the Union of American Hebrew Congregations (“UAHC”).

² See Jennifer Brodkey Kaufman and Rabbi Rick Jacobs, Important Message on Ethical Accountability (April 30, 2021), <https://urj.org/blog/important-message-ethical-accountability>.

³ Constitution and Bylaws, Union for Reform Judaism, <https://urj.org/who-we-are/leadership-governance/constitution-and-bylaws>.

⁴ See URJ Congregations, Union for Reform Judaism, <https://urj.org/urj-congregations>; see also URJ Constitution and Bylaws, Article VI. Congregational Autonomy, available at <https://urj.org/who-we-are/leadership-governance/constitution-and-bylaws> (“Nothing contained in this constitution or the bylaws shall be construed so as to interfere in any manner whatsoever with the mode of worship, the school, the freedom of expression and opinion, or any of the other congregational activities of the constituent congregations of the URJ.”). As noted below, we did, however, speak to witnesses about congregational issues and those are discussed generally at Section VII.

As part of its activities, the URJ provides extensive immersive Jewish youth programming, including:

- Overnight Summer Camps: The URJ currently runs 15 summer camps, including regional overnight camps, two science/technology specialty camps, one sports camp and a creative arts camp.⁵ Approximately 10,000 youths ages six to 18 attend the camps each year.
- “NFTY: The Reform Youth Movement” (“NFTY”): NFTY is the URJ-developed youth movement of Reform Judaism that supplements and supports Reform Movement youth groups at the synagogue level. The structure of NFTY continues to evolve as part of URJ’s focus on teen leadership and engagement, with both virtual and in-person programming, as well as leadership development opportunities in collaboration with congregations, camps, the Religious Action Center of Reform Judaism, URJ leadership and a host of fellowships. Approximately 6,000 teens participated annually in NFTY prior to the Covid-19 Pandemic.
- Israel Travel and Student Programs: The URJ’s current Israel programming consists of two programs: Heller High (formerly NFTY–EIE) and the Israel Summer Program for NFTY high school students. The URJ previously provided birthright trips for young adults. An estimated 40,000 teens and young adults have attended a URJ Israel program.
- Social Justice Engagement through the URJ’s Religious Action Center of Reform Judaism (the “RAC”): The RAC hosts virtual and in-person social justice conferences and events throughout the year, and URJ congregations can send their high school students to participate in the programming. Approximately 1,200 youth typically attend RAC conferences in Washington, D.C. each year.

Currently, the URJ has approximately 242 full-time year-round employees. The URJ also employs approximately 2,500 seasonal staff members each summer (who are typically 18-24 years of age) at its 15 summer camps. Outside of camps, most URJ employees are centralized in the New York headquarters. In addition, the RAC, which is a direct subsidiary of the URJ, has a staff of approximately 26 employees, with more than half working in Washington, D.C., and others working remotely elsewhere.

The URJ also relies on volunteers to support its youth programs. For example, rabbis from congregations volunteer to serve as faculty at camps during the summer, typically for two-week periods. NFTY historically relied on volunteers from congregations to chaperone its sponsored events.

⁵ The URJ’s current camps include 6 Points Creative Arts Academy, 6 Points Sci-Tech Academy East, 6 Points Sports Academy, 6 Points West, Camp Coleman, Camp George, Crane Lake Camp, Eisner Camp, Greene Family Camp, Goldman Union Camp Institute (“GUCI”), Camp Harlam, Henry S. Jacobs Camp, Camp Kalsman, Camp Newman and Olin Sang Ruby Union Institute (“OSRUI”).

Much of our focus was on the URJ's youth programming, including the camps, NFTY, Israel programs and the RAC, which together have hosted camps, conferences and trips for well over 500,000 youths over the last 50 years.

II. Executive Summary

Our mandate was to investigate the extent and nature of past sexual misconduct at the URJ's workplaces, camps, conferences and programs in the hope of bringing greater understanding, healing and accountability where appropriate and best practices for the future.

The URJ invited anyone, no matter how many years had passed, to contact us, and we received or otherwise learned of credible reports of sexual misconduct going back to the 1970's, many of which had not previously been reported. The sexual misconduct that we credit and describe below includes verbal sexual harassment, unwelcome sexual advances, sexual touching and sexual assault.

During this investigation, we learned of multiple incidents of sexual misconduct across five decades, which break down as follows:

- 17 incidents of sexual misconduct by adults (over 18 years of age) against minors (under 18 years of age) across all the URJ's youth programs. Of these 17 incidents, 10 involved boys and girls under 16 years of age and seven involved older campers or counselors-in-training who were under 18 years old and who were subject to sexual misconduct by camp staff over 18 years old. The majority of sexual misconduct in this category (adults with minors) was perpetrated by college-aged camp counselors, none of whom currently work at URJ camps. We are not aware of any sexual touching or sexual assault by adults against minors under 16 years of age that occurred after the summer of 2017.
- 16 incidents of sexual misconduct between peers under 18 years old across all URJ youth programs.
- 39 incidents of sexual misconduct between adults. Most of the incidents took place between young adults at camps, but some took place in other URJ workplaces.

We also learned of multiple incidents of boundary crossing behaviors, for example, excessive hugging, rubbing backs or other physical contact that made witnesses uncomfortable, but do not rise to the level of sexual misconduct. They do, however, warrant supervisory attention and have, in recent years, resulted in discipline up to and including termination.

Our work also addressed hiring practices and we find that the URJ did, in the past, sometimes hire rabbis or others, notwithstanding their prior dismissal from congregations for sexual misconduct. We do not find that this was an intentional effort to protect rabbis who engaged in sexual misconduct. Rather, these employment decisions resulted from sincerely held

beliefs in redemption and the process of Teshuvah.⁶ Still, the historic lack of transparency about how sexual misconduct complaints against rabbis were handled and resolved has resulted in lingering mistrust of the URJ as well as of the Central Conference of American Rabbis (the “CCAR”), the Reform Movement’s rabbinic leadership organization.

More generally, we find that *both* women and men have experienced sexual harassment while applying for or working for the URJ, including unwelcome sexual comments, sexual advances and sexual assault. In the camp setting in particular, multiple witnesses, including male and female rabbis, URJ employees (current and former) and former campers referred to the prior generation of camp directors as “an old boys club.” Certain of these camp directors were giants of the camping movement, but could also be lewd and inappropriate with women. We did not receive any reports of sexual misconduct toward minor campers by these or any other camp directors.

Sexual misconduct is often underreported and undoubtedly there has been underreporting of complaints to the URJ in the past and to us during this investigation.⁷ We were struck, however, by the number of witnesses with whom we spoke who had not previously reported to the URJ because they feared retaliation, either from supervisors, rabbis, peers or others in the Reform Movement. Our Recommendations address barriers to reporting.

The URJ’s responses to complaints of sexual misconduct over time have been mixed. Some complaints were taken seriously. Reports were escalated properly, investigations were conducted, employees found to have engaged in misconduct were terminated and those impacted were provided with counseling and other follow up. We also learned of situations in the past, however, where counselors or administrators were dismissive of concerns or complaints and therefore failed to take the appropriate next steps, which include escalation and investigation. A lack of historic records prevented us from confirming how many of the historic complaints were handled appropriately and whether state mandatory reporting obligations (for abuse of minors) were observed in every situation. An electronic and more centralized reporting structure now in place has improved complaint handling and will make future retrospective audits possible. Several of our Recommendations in Section IX address complaint handling.

We also find that there has been a gradual but steady improvement in awareness, supervision and training relating to spotting, preventing, reporting and addressing sexual misconduct at URJ workplaces and youth programs. Youth safety is a clear priority, and we have been impressed with the performance and commitment generally of the current generation of URJ leaders, including camp leaders. Consistent with that, we find that the URJ’s current policies applicable to sexual misconduct comply with all applicable laws. Based on the learnings

⁶ Teshuvah is the Jewish practice of atonement for sins against God and other people, through regret, cessation, confession and resolution.

⁷ Rape, Abuse & Incest National Network (RAINN), “The Criminal Justice System: Statistics,” available at <https://www.rainn.org/statistics/criminal-justice-system> (“Only 310 out of every 1,000 sexual assaults are reported to police. That means more than 2 out of 3 go unreported.”); *see also* U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, National Crime Victimization Survey, 2015-2019 (2020).

from our investigation, however, certain policies and trainings could still be strengthened. We have analyzed in Section VIII the URJ’s current policies, procedures and training and we make recommendations for improvements in Section IX. The URJ has committed to adopting our recommendations, which undoubtedly will take a meaningful commitment of time and resources.

A number of themes and cultural points emerged through this work:

First, several of the sexual misconduct incidents we learned of and that involved minors or young adults revolved around lack of adequate consent. We find that many of the incidents involving campers, NFTY participants or counselors 16 years of age or older began consensually, but went beyond the point of affirmative consent. Sometimes, these incidents involved power imbalances based on age or position within the camp or NFTY region.

Second, multiple witnesses whom we credit described a now-closed camp for high schoolers, Kutz Camp, as having a permissive and sexualized culture. We received similar corroborated observations about a pervasive sexualized or “hook up” culture within NFTY, mirroring recent articles in online publications.⁸ Those observations and reports focused on peer pressure to “hook up,” a “points” system that rewards sexual liaisons among teens and the need for greater supervision and training around consent, particularly in situations involving age or other power differentials between the parties.

Third, there is some confusion within the Reform Movement about the respective roles and responsibilities of the URJ and the CCAR, particularly when it comes to responsibility for investigating and communicating to congregations when a rabbi has engaged in some form of sexual misconduct. We understand that the CCAR has formed a new “Task Force on Ethics” to lead the change process that will ultimately lead to a “new and updated ethics system” at the CCAR.⁹ The URJ is represented on that task force. The URJ also has its own Ethics Council that is responsible for the administration of the URJ’s Ethics Code, which applies to URJ volunteers (including board members). Since its inception in 2018, the URJ Ethics Council has received only one complaint, and that complaint did not involve sexual misconduct. We hope that attention to this report will inform more people about the purpose and existence of the URJ’s Ethics Code and other policies so that any concerns about sexual misconduct or otherwise relating to URJ employees, contractors and volunteers can be reported.

* * *

Below, we describe how we conducted the investigation. We then provide the factual background for our findings. While we incorporate below every credible report of sexual misconduct that we received, we provide more details about some reports than others and

⁸ See, e.g., Dani Mahrer, *The Sexual Miseducation of Jewish Summer Camp*, THE BOLD ITALIC (Mar. 23, 2021), <https://thebolditalic.com/the-sexual-miseducation-of-jewish-summer-camp-e13fdc73a08e>; Lila Goldstein, *Here’s Why Investigating Sexual Harassment Matters*, LILITH (Nov. 1, 2021), <https://lilith.org/2021/11/reflections-on-the-urj-investigation/>.

⁹ See August 30, 2021: A Letter From Rabbis Lewis Kamrass and Hara Person: Announcing The CCAR Task Force On Ethics, Central Conference of American Rabbis, <https://www.ccarnet.org/august-30-2021-from-rabbis-lewis-kamrass-and-hara-person-announcing-the-ccar-task-force-ethics/>.

aggregate some reports. This approach is not intended to downplay the seriousness or importance of every credible report we received.

Although not within the scope of our investigation, we also address below more generally reports we received of other types of non-sexual misconduct (including other forms of harassment or discrimination and bullying) at URJ programs and workplaces and at congregations. We think that it is important to include these issues so that leadership at the URJ and throughout the Reform Movement can take them into account both in their daily interactions and in their leadership efforts.

As outsiders to the Reform Movement, we were struck by the hope, on the part of nearly every person with whom we spoke, that their contribution to our investigation would help the URJ both come to terms with the past and address with transparency the challenges that lie ahead. We are grateful to each witness who participated in the investigation.

III. The Investigative Process

A. Public Announcement of Investigation

On April 30, 2021, Rabbi Rick Jacobs, President of the URJ, and Ms. Jennifer Kaufman, Chair of the North American Board of Trustees of the URJ (the “Board”), issued a statement to the URJ community announcing this investigation.¹⁰ An additional statement regarding the investigation entitled “Ethical Accountability for Sexual Misconduct is Crucial to the Safety of Our Communities” was published on May 3, 2021, and posted on the URJ’s and all of the camps’ web sites.¹¹ Final communications were sent to the community on October 7, 2021.¹²

These communications urged anyone with information about allegations of sexual harassment, abuse and misconduct in the URJ, whether or not such misconduct was previously reported and regardless of the year an incident occurred, to contact Debevoise. In the letters, the URJ leadership committed to making this report public and to adopting our recommendations. A contact email address, URJInvestigation@debevoise.com, was provided in the letters, which were distributed broadly, including on social media.

B. Interviews

Debevoise interviewed 168 individuals, including current and former employees, former board chairs and individuals who contacted us in response to the URJ’s announcement of the

¹⁰ Rabbi Rick Jacobs and Jennifer Brodkey Kaufman, *Important Message on Ethical Accountability*, UNION FOR REFORM JUDAISM (Apr. 30, 2021), <https://urj.org/blog/important-message-ethical-accountability>.

¹¹ Rabbi Rick Jacobs, *Ethical Accountability for Sexual Misconduct is Crucial to the Safety of Our Communities*, UNION FOR REFORM JUDAISM (May 3, 2021), <https://urj.org/blog/ethical-accountability-sexual-misconduct-crucial-safety-our-communities>.

¹² Rabbi Rick Jacobs and Jennifer Brodkey Kaufman, *An Important Update for Our URJ Community*, UNION FOR REFORM JUDAISM (Oct. 7, 2021), <https://urj.org/blog/important-update-our-community>.

investigation. All current URJ employees whom we contacted for interviews agreed to speak with us.

Significantly, 51 of the people who contacted us raised concerns regarding conduct or events that occurred at URJ-member congregations. Although outside the scope of our investigation, we nevertheless discuss these concerns in Section VII below because they are important and may inform how the URJ works with congregations in the future.

C. Document Review

We made requests of the URJ and of certain witnesses for documents and information. We collected and reviewed a total of over 3,000 documents. These included the URJ's current policies, training materials, personnel files, complaint files, available camp incident reports, available files from outside counsel and other records, including correspondence and media reports.¹³ We also reviewed documents provided to us by witnesses. The URJ cooperated fully with our investigation and dedicated substantial internal resources to complying with our document and information requests.

D. Analysis, Limitations and Confidentiality

In making the findings in this report, we carefully analyzed all information in order to make determinations about the credibility of what we learned. We considered, among other things, whether the information was provided by someone with direct knowledge, whether there were multiple sources for the information and whether contemporaneous documentation or eyewitness reports corroborated the information. We also considered the similarities in witnesses' experiences, which further corroborated the information provided by witnesses about their experiences. Given the scope of the investigation and the number of reports we received, however, it was not possible to corroborate or verify each and every report. We have included—either specifically or more generally—the reports that we determined have a credible basis.

We faced a number of limitations. For example, sexual misconduct is generally underreported, so there are likely additional survivors who were aware of our work, but decided not to come forward, a choice that we respect. Also, the passage of time combined with certain incomplete memories, inadequate prior record-keeping practices and the ordinary course administration of recordkeeping policies limited the documentary evidence available for our review.

Many of the witnesses who agreed to be interviewed requested anonymity, and we have honored those requests in conducting the investigation and in preparing this report. Specifically, we have written this report to protect the confidentiality of survivors of sexual misconduct who wanted their experience to be known generally by the URJ, but did not want their privacy or

¹³ We also reviewed the independent investigative reports issued by HUC on November 9, 2021 and the CCAR on December 22, 2021. A copy of HUC's November 9, 2021 investigative report is posted on HUC's website at <http://huc.edu/about/presidential-task-force-safe-and-respectful-environments/morgan-lewis-investigation-report>. A copy of the CCAR's December 22, 2021 investigative report is posted on the CCAR's website at <https://www.ccarnet.org/about-us/ccar-ethics-system-report/>.

confidentiality to be sacrificed. We therefore often describe misconduct on an aggregate basis or in summary fashion, without specific details that might identify survivors.

E. Naming Conventions

In deciding whether to identify individuals by name, we engaged in a holistic and carefully considered assessment of multiple factors, including: (i) the number of reports of sexual misconduct against an individual and whether those reports are corroborated; (ii) the relative age and power of the accused in relation to the survivors; and (iii) whether naming the individual would necessarily reveal the identity of a victim who has requested confidentiality.

IV. Sexual Misconduct Involving Minors at URJ Youth Programs

A. Reports of Sexual Misconduct between Adults and Minors at URJ Youth Programs

We learned of 17 credible incidents of sexual misconduct by adults (over 18 years of age) against minors (under 18 years of age) at the URJ's youth programs between the late 1970's and 2017.¹⁴ Nearly all of these incidents occurred at URJ camps (as opposed to in NFTY, RAC or Israel programs).¹⁵ None of the perpetrators are currently employed by the URJ.

The majority of sexual misconduct in this category (adults with minors) was perpetrated by college-aged camp counselors. For example, we learned of a counselor who fondled two young female campers in the early aughts and a counselor in the late 1980's who attempted to sexually assault a 13-year-old male camper. In both cases, camp directors terminated the counselors.

We also learned of incidents involving sexual touching and sexual assault between young adult counselors and minors who were 16 or 17 years of age and relatively close in age to the counselors. For example, a 17-year-old was sexually assaulted by a counselor at a camp in the late aughts. The survivor reported that the counselor was not removed from camp.¹⁶ Another former camper reported that in the late 1980s, a 21-year-old male unit head initiated a physical relationship with her. She was 16 years old and did not report at the time. We also credit an account of a 17-year-old in the 1990s who awoke to find the hand of a former assistant camp

¹⁴ For purposes of this category, individuals are considered "adults" if they are 18 years old or older and minors are those under 18; some of the incidents in this category involve teens who are one or two years apart.

¹⁵ We learned of only two NFTY-related adult/minor incidents, both of which involved inappropriate verbal comments to a minor. In one, the minor reported what happened and the adult was both banned from NFTY events and also removed from his congregational youth programming position. Another involved a then 15-year old former NFTY participant who had a sexual relationship with an 18-year-old NFTY board member and described feeling pressured to participate due to his position. We received no reports of sexual misconduct by adults against minors at RAC events. Although we received one report of suspected misconduct by a young staff person working at Heller High, we were not able to corroborate that report.

¹⁶ We also learned of consensual, yet clearly inappropriate, sexual relationships between counselors and campers. Counselors are not permitted to have dating or sexual relationships with campers at camp.

director on her breast. The incident was reported at the time and the staff member was terminated.

As noted, we find that 10 children under the age of 16 (the age of consent in most U.S. states) experienced sexual misconduct (sometimes of a criminal nature) by adults at URJ camps. One former camper reported that, in the late 1970's, she was sexually assaulted by an adult male camp counselor when she was 11 years old and that she did not report it at the time. Another former camper—then 14 years old in the 1970's—reported that a rabbi on camp faculty invited her to his cabin in the middle of the day and kissed her before she ran out.

1. Jon Adland

We received reports of sexual misconduct toward minors under 16 years old by Jon Adland. Specifically, we credit the accounts of three witnesses who described having sexual contact with Jon Adland in the summer of 1977 at Olin Sang Ruby Union Institute (“OSRUI”) when Adland was a 23-year-old rabbinic student working as a Unit Head and the campers were 13 or 14 years old.¹⁷ The misconduct ranged from kissing to digital penetration. One of the three former campers told her counselor about Adland. That counselor told us that she recalls being troubled by the way that Adland interacted with the girls, but that she did not report her concerns or the camper's complaint to her supervisor.

We contacted now-Rabbi Adland, and he agreed to speak with us. He confirmed that he had been at Camp OSRUI in 1977, but that he did not remember engaging in any sort of sexual activity with campers.¹⁸ He said, however, that he felt “ashamed” that he may have “acted in an unethical and morally reprehensible way” and offered no excuse for this kind of behavior. He indicated that he may have hurt women, and offered to apologize for his conduct.

Rabbi Adland also acknowledged that he faced an ethics investigation by the CCAR in 2018 for an incident with a 14-year-old girl that was alleged to have occurred sometime between 2005 and 2010.¹⁹ Adland told us that the CCAR found the victim's allegations to be credible and censured him “with publication.” Although Adland's name does not appear on the CCAR website, a representative from the CCAR confirmed that he still faces restrictions and cannot work with minors. He reported to us that he completed a Teshuvah process.

¹⁷ These three incidents are also reflected in Section II above.

¹⁸ Rabbi Adland taught at Camp GUCI after graduating from HUC. We did not receive any complaints about him from his Camp GUCI years and Adland told us there were none.

¹⁹ The CCAR is the Reform Rabbinic leadership organization that empowers “Reform rabbis to provide religious, spiritual, and organizational leadership.” See Mission Statement, Central Conference of American Rabbis, <https://www.ccarnet.org/about-us/mission-statement/>. The CCAR Ethics Committee investigates claims of violations of the CCAR Ethics code, including sexual misconduct of member rabbis. Investigations regarding sexual misconduct have a dedicated information gathering team comprised of two rabbis and a layperson. Central Conference of American Rabbis Code of Ethics, Section VII(A) (amended March 2021), *available at* <https://www.ccarnet.org/about-us/ccar-ethics/>.

B. Boundary Crossing by Adults Against Minors at Camps

We learned of 15 credible incidents of conduct by adults directed towards minors since the 1970's that crossed boundaries (without sexual touching). These incidents included, for example, adults who gave "extra long hugs" and back rubs, and inappropriate emotional relationships between counselors and campers. Not all of the incidents were recognized as problematic at the time by the victim or by adults at camp who observed the conduct. In more recent years, awareness by the URJ and other adults at camps that this type of behavior can lead to more serious misconduct has led to warnings, retraining and sometimes to dismissal or the refusal to rehire.

C. Sexual Misconduct Between Minor Peers at URJ Youth Programs

We are aware of 16 incidents of sexual misconduct *between* minor (under 18 years of age) youth program participants, dating from the early 1980's through 2021. Most of these incidents (13) took place at camps and included, for example, non-consensual kissing and sexual assault, including forced oral and penetrative sexual activity. There were also two incidents between NFTY members or at NFTY-sponsored events prior to 2019. More broadly, we find that multiple past NFTY participants experienced peer pressure to engage in sexual activity, which is discussed further in Section IV.C.2 below. We were able to corroborate only one incident of sexual misconduct between minors during an Israel program. We did not receive any first-hand accounts of sexual misconduct between minor peers at RAC programming.

1. Issues Involving Consent

Several incidents of sexual misconduct between peers across URJ youth programming revolved around a lack of consent.²⁰ Many of the witnesses who credibly reported having sexual experiences at young ages told us that physical contact began consensually, but it then went beyond what had been clearly consented to. In some circumstances, witnesses reported saying "no", only to have the other person ignore them. More frequently, however, gestures (*e.g.*, pushing a hand away) were used. The URJ does not prohibit dating among minor campers or other minor youth program participants and currently includes some "consent" training in recognition that, in the context of teen sexual encounters, subtle expressions of consent or non-consent leave both parties vulnerable to confusion.

We also learned of sexual assault incidents between minor peers. For example, we learned of three incidents of forced oral or penetrative sex between male and female teens at camp and at a NFTY event, one of which began in a consensual encounter. There were also two incidents involving younger boy campers that involved oral sexual contact that at least some participants viewed as a prank or a dare.

²⁰ This includes incidents between minor peers as well as incidents between young adult peers (*e.g.*, counselors between the ages of 18-22) that similarly centered around inadequate consent.

2. Sexualized Culture of NFTY and Kutz Camp

Multiple former NFTY participants reported that they experienced pressure to engage in sexual activity and referred to NFTY as having a “sexualized” or “hookup culture.” We received similar reports about the culture at Kutz Camp prior to its closure. Several witnesses attributed the sexualized culture in part to the so-called “points” system, with points “earned” for sexual acts and higher points earned for sexual acts with those in leadership positions. The “points” system, which has purportedly been in existence since at least the 1990’s, has been the subject of prior media reports. One witness emphasized that popularity within NFTY could turn on point totals. And several witnesses noted that the structure of the points system encouraged sexual encounters between teens with age and power disparities that, in retrospect, were not healthy or positive. One witness, however, reported that she had healthy and fun sexual encounters in NFTY, though she recognized that others might feel differently.

Although we heard from relatively few of the tens of thousands of former NFTY participants, the similarity of the experiences of those who did contact us make clear that, for some teen participants in youth programming, less pressure from peers to engage in sexual relationships would have been improved their NFTY experience.

3. Boundary Crossing and Bullying Behaviors

We received 10 reports of boundary crossing and bullying behavior among minors at URJ camps. For example, we learned of incidents involving an inappropriate conversation about genitals, comments about bodies, “cat calling,” inappropriate sexual commentary, “retribution” for a past romantic rejection and “flashing” or exposing of genitals. In one incident, teen boys urinated on a female camper. Some of these incidents were not previously reported.

D. Complaint Handling at Youth Programs

Where sexual misconduct was reported at camps and in NFTY, staff members have sometimes handled it appropriately, including by escalating, immediately terminating and declining to rehire staff who have engaged in misconduct. That is the ideal and is most possible in clear-cut cases following prompt reporting. We also learned of instances where complaints were not escalated, concerns were minimized, complainants were criticized for putting themselves in a risky situation, the remediation did not fully address the harm or parents were not notified. We also find credible several reports from witnesses who complained about misconduct but never heard the result, *e.g.*, whether or not the accused was punished.

Better and more consistent complaint handling has been a URJ priority in recent years, including the implementation of an incident reporting protocol for youth programs. This centralized system of complaint reporting has led to more consistent handling of complaints, though we find that additional focus is needed in this challenging area. Our Recommendations address this issue.

V. Sexual Misconduct Between Adults at URJ Programs and Workplaces

A. Summary of Reports of Sexual Misconduct Between Adults at URJ Programs and Workplaces

The investigation received 39 credible reports of sexual misconduct between adults at URJ's workplaces from the 1970's to 2021, 20 of which occurred at camps. The misconduct involved the full spectrum of sexual misconduct, including verbal sexual harassment, unwelcomed sexual advances or sexual touching, and sexual assault.

Because multiple witnesses provided credible accounts of sexual harassment of adult women, ranging from verbal sexual harassment to physical touching by two individuals, we are naming Jerry Kaye and Rabbi Allan Smith (deceased), and we describe their conduct below, in Sections V.A.5. and V.A.6., respectively.²¹ In naming them, we are mindful that cultural norms, policies and legal standards have changed over time. This does not lessen the lasting and negative impact on multiple witnesses who contacted us.

1. Unwanted Sexual Advances and Sexual Assault

Several URJ employees reported unwanted sexual advances and sexual assault from colleagues and sometimes supervisors. A female former counselor-in-training reported that, in 1995 when she was 18 years old, a male counselor from Israel sexually assaulted her. We also credit a former employee who was sexually assaulted prior to 1980 by her supervisor, a rabbi, while on a work trip. He later attempted additional sexual advances, which the former employee rebuffed. The supervisor was twice the victim's age at the time of the assault. The victim did not report it at the time, in part because she was fearful of losing her job. The victim continued to have to work with the accused until the project was complete. That supervisor is now deceased, and we did not receive additional complaints about him.

We also learned of multiple credible incidents involving seasonal camp staff members who made inappropriate sexual comments and/or inappropriately touched their fellow seasonal colleagues between 2016 and 2021. The recency of these reports indicates that there is more work to be done with and among young adults in camp settings around appropriate verbal and physical communication, and our Recommendations below address this population.

2. Relationships Among URJ Staff

The URJ does not prohibit consensual relationships between staff members, but it now requires disclosure of certain romantic relationships to either the Camp Director or the Director of Human Resources so that reporting lines can be changed if necessary. We received four reports from former URJ employees who had romantic relationships with their supervisors, some of whom were considerably older. One of these relationships, in particular, involved highly inappropriate behavior by the more senior employee, who was not terminated at the time. URJ's

²¹ We also learned of a third former camp director who was the subject of contemporaneous complaints about anger management and inappropriate verbal comments (*e.g.*, commenting on girls', but not boys', appearances) that would be considered inappropriate today.

Human Resources Department (“URJ HR”) did, however, take the complaint seriously and engaged outside counsel to review the facts. Another of these workplace relationships resulted in the younger female former employee feeling pressured to engage in the relationship with an older supervisor. The two other relationships were less problematic at the time, but still created unhealthy supervisor/supervisee dynamics for a professional setting. These reports demonstrate why consensual relationships in the workplace can often be problematic, and we address this topic in Section IX below.

3. Inappropriate Workplace Comments

We also learned of 13 incidents involving inappropriate comments or written messages in URJ workplaces between approximately 1997 and 2021. Several of these reports involved an individual making unwelcome comments about the coworker’s clothing and body. References to a co-worker being “hot,” a suggestion that an employee wear shorter skirts and comments from a rabbi praising an employee’s clothes and commenting on her physical beauty are among the examples that made employees uncomfortable, regardless of the intention of the co-worker.

Some of the witnesses we spoke with did not feel comfortable reporting these comments because of their more junior position. Others reported having their concerns minimized by URJ HR. We did, however, find documented instances where reports to URJ HR of verbal sexual harassment were made and URJ HR did take action to address the reports, including delivering warnings and requiring additional training.

4. Inappropriate Conduct by Third Parties at URJ Conferences

We spoke to three witnesses who reported inappropriate conduct, including unwelcome touching and comments, on the part of URJ conference participants. These incidents had previously been reported to the URJ, and, in one case, the participant was banned from future conferences. In another case, a senior URJ leader reprimanded the conference participant. The URJ subsequently instituted its Participant Code of Conduct, which, as described below, now governs behavior at URJ conferences.

5. Gerard “Jerry” Kaye

Jerry Kaye served as the camp director of OSRUI for approximately 48 years (including 48 summers) from 1970 until his retirement in 2017.²² We find that Kaye sexually harassed at least six adult women, five of whom we spoke to directly. The women with whom we spoke reported that they were subject to unwanted touching, sexualized comments and sexual advances from Kaye between the 1980’s and 2016. Nine other witnesses reported second-hand knowledge of inappropriate conduct, including several that corroborated the first-hand accounts received. In addition, URJ documents reflect a report of misconduct by Kaye in 2003. Many of these incidents took place outside of camp grounds. There was a nearly uniform expression of concern by witnesses about confidentiality, with many witnesses fearful of retaliation.

²² *Honoring Jerry Kaye at URJ Olin-Sang-Ruby Union Institute*, HEBREW UNION COLLEGE JEWISH INSTITUTE OF RELIGION, Sept. 25, 2017, <http://huc.edu/news/2017/09/25/honoring-jerry-kaye-urj-olin-sang-ruby-union-institute>.

Kaye agreed to be interviewed. He acknowledged knowing about one complaint that had been made to the URJ (a woman who alleged in 2016 that Kaye had inappropriately touched her at a URJ conference), but denied that allegation, noting that he never heard back from the URJ so assumed nothing ever came of it. We learned from a current URJ employee that, after this complaint, it was understood that if Kaye were to attend future URJ events, he would be accompanied by someone from URJ HR.

We talked with Kaye about three other incidents. One woman had lunch with Kaye at a restaurant to talk about her son, a camper. As they left the lunch, Kaye unexpectedly tried to kiss her. Another woman met with Kaye outside of camp about serving at camp. During their meeting, Kaye asked more than once if the woman could go with him to his hotel room to show her something. She declined each time and he then asked her to go for a walk, during which he held her hand and tried to embrace and kiss her. We also credit the report of another witness who described how, when she was a young camp staff member in the 1980's, Kaye reached down her shirt and tucked a candy wrapper in her bra. Kaye either did not recall or denied these reports and added that he never acted with malice.

Kaye first told us that, apart from the incident reported in 2016, no one ever complained and no one from the URJ ever told him he was doing something wrong. That recollection conflicts with a 2003 memo sent to Kaye from the then head of HR at the URJ. The memo attaches the URJ's sexual harassment policy that had recently been distributed to all URJ staff, and explains to Kaye that she is providing it to Kaye again because she is "concerned that, as a result of your conduct in the elevator at the recent Biennial, I need to remind you of the policy at this time." She then wrote "I would like to draw your attention in particular to the policy's provisions that 'sexual harassment includes, among other things, unwelcome sexual advances . . .'" No other part of the policy is quoted. The memo concludes by stating that "if you have any questions about the policy, or about the application of the policy to the type of conduct you exhibited toward [name omitted] at the Biennial, you can feel free to discuss such issues with me or any member of the Union's Equal Opportunity Committee." When shown the memo, Kaye recalled receiving it but denied making a sexual advance.

We also reviewed how Kaye handled sexual misconduct complaints. In at least two of the incidents that took place at OSRUI, Kaye promptly and appropriately terminated staff accused of sexual misconduct. In two other situations, however, one in the 1990's and one about a decade later, both involving sexual assaults of young women by counselors, we find that Kaye permitted the counselors to remain at the camp after he learned of their misconduct. His rationale in at least one of these situations—that immigration and related logistical issues slowed down the counselor's expulsion from camp—resulted in further trauma to the survivor.

We found no evidence whatsoever of any sexual misconduct by Kaye against minors. Nor are we aware of any incidents of sexual misconduct by adults against minors at OSRUI in the last 13 years.

6. Rabbi Allan Smith

Twelve witnesses shared information about the "sexualized culture" at Kutz Camp, which was in operation from 1965 until its closure in 2019. Witnesses attributed the sexualized culture

at the camp to its leadership and, in particular, the conduct of the former director, Rabbi Allan “Smitty” Smith (deceased).²³ Several of these witnesses reported that Smith, through his words and actions, set a permissive tone at the Camp. One witness, for example, reported that when she was 22 years old and working at Camp Kutz, Smith encouraged her sexual relationship with a rabbi in his 40’s. We received three first-hand accounts of either physical or verbal misconduct by Smith toward those working for him. All three were adults at the time and we credit their accounts.

- A female former subordinate shared that Smith made a pass at her in the early 2000’s. Smith invited the witness to dinner and afterwards tried to kiss her. The witness was appalled, particularly given their respective positions and large age difference.
- A female former UAHC employee described that, while she was working under Smith’s supervision in the late 1980’s, she asked him for a pay increase. He ignored her request and instead sat down next to her and began stroking her arm, asking “how [her] marriage was going.” The witness noted that she had never before talked to Smith about her personal life.
- A witness reported that in the 1990’s, when she was in her twenties and on staff at Camp Kutz, Smith often made unwelcome comments about her love life, clothes and appearance. On one occasion, Smith told the witness that she should have sex with one of the rabbis on camp staff with whom she was having a difficult working relationship so that “things would be easier.”

Although Smith is deceased, we are naming him here because we received multiple credible reports that he engaged in sexual misconduct.

VI. The URJ’s Past Hiring Practices

A. Historic Hiring Practices at the URJ

Twelve witnesses reported that the URJ had a historic practice of hiring rabbis as URJ employees after those rabbis had been fired by their congregations for sexual misconduct. Six of the 12 people who reported this issue, however, were unable to provide specific examples. Some of the witnesses who did provide a name were not actually aware of the particular conduct that preceded any URJ hiring. Current and former URJ employees acknowledged that the URJ had in the past sometimes hired rabbis who had been terminated by their congregations for sexual misconduct. We credit that, prior to 1996, URJ leadership believed that an incident of sexual misconduct might end a congregational career, but that it did not necessarily mean that a rabbi’s career had to be over completely, assuming that there had been a successful Teshuvah process.

We were able to corroborate—through current and former URJ employees—that there were at least five rabbis who were hired by the-then UAHC prior to 1996 following sexual misconduct in their congregations. Each of these rabbis is either retired or deceased. None of

²³ Smith also served as the director of camping and the leader of the UAHC/URJ Youth Division.

the witnesses who contacted us about this past practice were victims or had direct knowledge of misconduct against these rabbis for the time period after they joined the-then UAHC.

B. Rabbi Jay Davis

One specific example of this past hiring practice is noteworthy both because the sexual misconduct in question involved minors, and the rabbi is still practicing. Jay (A.K.A. Bahir) Davis, the son and grandson of prominent rabbis, was denied ordination by HUC, first in 1981 and then again in 1985, following numerous, credible reports of sexual misconduct with minors he taught at a Westchester, New York congregation. Davis denied any wrongdoing. We have reviewed portions of sworn trial testimony, contemporaneous documents and written statements from four minors whom Davis taught at the congregation while attending HUC. These accounts, which we credit, describe sexual touching, intercourse, and oral sex with 13 to 15-year-olds, as well as other highly inappropriate classroom comments and games between 1977 and 1981, while Davis was in his late twenties.

The UAHC hired Davis in the mid 1980's while HUC considered, for a second time, whether he should be ordained, and continued to employ him after HUC again refused ordination.²⁴ We have reviewed contemporaneous correspondence that confirms that three (unnamed) rabbis privately ordained Davis, and have confirmed that he later worked at a Reform Movement congregation in Florida for approximately a decade starting in 1988.²⁵ During this time, he served on the faculty at Camp Coleman, and was active in NFTY's southeast region. We did not find any evidence of further misconduct with minors after he was ordained, although in 2006 he faced an ethics investigation and was suspended by OHALAH: Association of Rabbis and Cantors for Jewish Renewal ("OHALAH"). At the conclusion of that investigation, he resigned from that organization. It is not clear whether OHALAH investigated more recent complaints than those that had led HUC to refuse ordination in 1985.

Davis is still a practicing rabbi in Colorado and now goes by the name Bahir Davis.²⁶ An online biography notes his connection to the Reform Movement, stating that he holds two Smichot, one signed by a past URJ President and another from the founder of the Jewish Renewal Movement. The biography goes on to state that he once held the post of Executive Director of the Introduction to Judaism Program for the URJ.²⁷ As noted, we have not been able to confirm who specifically ordained Davis, and he did not respond to us during the investigation. We named him here given the multiple, serious and credible accounts of sexual misconduct with minors in the late 1970's and early 1980's and because of his continuing claimed association with the Reform Movement.

²⁴ HUC denied ordination after Davis won reversal of a criminal conviction, following its lengthy review of the underlying sexual misconduct complaints by minors.

²⁵ We could not locate any record of the ordination. A document from the time shortly after the Florida congregation hired Davis states that the congregation was told by an unnamed UAHC representative that Davis was an accredited rabbi, recognized by the UAHC.

²⁶ The CCAR has confirmed that Davis is not, and has never been, a member of the CCAR.

²⁷ See Rabbi Bahir Davis, Contributor, Patheos, <https://www.patheos.com/about-patheos/rabbi-bahir-davis>.

VII. Other Reported Misconduct

A. URJ Workplaces and Youth Programs

Although our mandate focused on sexual misconduct, we did receive multiple credible reports of other forms of non-sexual misconduct impacting both adults and minors in URJ workplaces, programs and camps. Specifically, we credit reports of bullying in URJ workplaces, camps and other programs. In addition, we received a relatively small number of credible complaints of gender, racial and sexual orientation discrimination. We mention these reports here to acknowledge both the reports we received and the significant negative effect that both bullying and discrimination can have on the health and well-being of adults and children.²⁸ Several of our Recommendations on complaint handling and training to prevent sexual misconduct are also relevant to address and prevent bullying.

B. URJ Congregations

1. Summary

Our scope did not include congregational misconduct or rabbinic placement because, as noted, the URJ does not have the authority to make policy, hiring or other governance and operational decisions for its member congregations. Even so, 12 witnesses spoke to us about the rabbinic placement process and 51 people contacted us to report misconduct of various types at their congregations, including sexual abuse of minors, sexual harassment of adults, rabbi-congregant sexual relationships, child pornography, bullying and discrimination. In the majority of the most serious cases, the perpetrator's employment or relationship with the congregation had been terminated, whether the perpetrator was a rabbi, cantor or lay leader. In five of the most serious cases, the accused adult was arrested. To the extent that we received reports of sexual or other misconduct not previously known and reported, we will provide information to the CCAR, the American Conference of Cantors (the "ACC") or congregation lay leaders, consistent with confidentiality requests from witnesses. Although misconduct arising out of congregations was not within the scope of this investigation, we have detailed below the themes that emerged from the congregational reports we received.

2. Themes From Congregational Reports

A number of themes emerged from these congregational-focused reports.

First, as in other contexts, more care needs to be given to complaint handling, including to ensure that minor victims and their families, in particular, receive support from religious leaders, peers and other congregants.

²⁸ See Centers for Disease Control And Prevention (CDC), "Preventing Bullying," available at <https://www.cdc.gov/violenceprevention/youthviolence/bullyingresearch/fastfact.html> ("Bullying can result in physical injury, social and emotional distress, self-harm, and even death. It also increases the risk for depression, anxiety, sleep difficulties, lower academic achievement, and dropping out of school. Youth who bully others are at increased risk for substance misuse, academic problems, and experiencing violence later in adolescence and adulthood. Youth who bully others and are bullied themselves suffer the most serious consequences and are at greater risk for mental health and behavioral problems.").

Second, there is a lack of knowledge about where misconduct should be reported and the respective roles of the congregation’s board, the CCAR or the ACC, and the URJ in receiving, investigating and addressing any such reports. This lack of awareness—sometimes the result of a congregation not having an ethics code that provides this information—can cause serious misconduct to go unreported. On a related note, a number of witnesses had not previously reported misconduct out of concern that they would face retaliation within their congregations for doing so.

Third, the respective roles of the URJ, the CCAR and HUC in rabbinic placements is not widely understood. As discussed further in our Recommendations at Section IX, we agree with the recommendation of the CCAR Investigation that the URJ, the CCAR and HUC work together in the near term to develop a protocol to address with more transparency rabbinic employment in congregations where CCAR suspension has occurred.

Finally, there is not sufficient understanding about the URJ’s role when congregational issues were reported to the URJ. The URJ provides support in managing conflicts involving congregational leadership and in managing transitions to new rabbinic leadership or through other crises. The URJ does not, however, have the authority to conduct ethics investigations or to impose discipline within congregations. This limitation is not broadly understood, leading some of the witnesses with whom we spoke to be frustrated that more was not done by the URJ.

VIII. Policy and Training Analysis

Debevoise reviewed and analyzed the URJ’s current policies, procedures and training requirements relating to the prevention of sexual misconduct as well as the handling of complaints alleging sexual misconduct. These policies, trainings and procedures have been updated and expanded over time, particularly in connection with sexual misconduct toward minors. Our focus in this section is on what the URJ is currently doing and requiring. Although we conclude that the policies comply with law and are substantially consistent with best practices, the learnings from our investigation inform our Recommendations at Section IX.

A. Employee Sexual Misconduct Policies and Training

1. Employee Policy Against Sexual Harassment

The URJ’s policy against sexual harassment is contained in its current Employee Handbook under the section “Sexual Harassment Policy.”²⁹ The Sexual Harassment Policy applies to all employees of the URJ and its affiliates, including camp and RAC employees.³⁰ The Sexual Harassment Policy is attached as Appendix A.

The URJ’s policy against sexual harassment first came into effect in or around 2002, and has been revised and updated periodically since that time. The current version defines sexual harassment as any:

²⁹ *URJ Employee Handbook*, Section 3.6 Sexual Harassment Policy, pg. 17.

³⁰ *Id.*

unwelcome conduct which is either of a sexual nature, or which is directed at an individual because of that individual's sex when:

- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment;
- Such conduct is made either explicitly or implicitly a term or condition of employment; or
- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual's employment.³¹

This policy provides that sexual harassment can be reported to any "supervisor, manager or HR."³² The URJ commits to conducting "a fair and impartial investigation" of complaints and affording due process to "[a]ll persons involved, including complainants, witnesses and alleged harassers." The URJ also commits to advising the person making the allegation and the accused of the investigation results.

Importantly, given the number of witnesses who expressed a fear of retaliation, the policy states that an "individual is protected from retaliation if the person had a good faith belief that the practices were unlawful."³³

This policy mirrors federal laws and currently complies with the requirements of New York State law that took effect in October 2018.³⁴

In addition, employees of Heller High in Israel are subject to a Creating a Safe & Respectful Workplace Policy, which is substantially similar to the Sexual Harassment Policy applicable to URJ employees. This policy is attached as Appendix B. We have not undertaken to confirm the policy's compliance with applicable Israeli law.

2. Employee Consensual Relationships Policy

The URJ does not prohibit consensual relationships between URJ employees, including camp and RAC employees. The URJ has a consensual relationships policy in its Employee

³¹ *See id.*

³² *See id.*

³³ *See id.*

³⁴ § 201-g. Prevention of sexual harassment, McKinney's Labor Law § 201-g (eff. October 9, 2018).

Handbook that requires the disclosure of relationships between superior and subordinates to the Director of Human Resources.³⁵ This policy is attached as Appendix C.

Nothing in federal, state or local law requires a private employer to implement policies that address consensual relationships between employees. Nonetheless, given past incidents involving relationships between employees at URJ workplaces and camps, we recommend that the URJ adopt a stricter employee consensual relationships policy, particularly for seasonal camp staff, as set forth in Section IX.

3. Employee Hiring

The URJ conducts background checks on all new hires. Every URJ Camp staff member must also pass annual background checks. Permanent staff outside of the URJ's camps are subject to background checks every three years. The practice of conducting employee background checks is consistent with best practices.

4. Employee Sexual Harassment Training

Every URJ employee is currently required to participate in annual Anti-Harassment and Discrimination training, which complies with applicable laws. Camp staff members are also required to participate in additional training related to youth protection, as discussed below in Section VIII.B.4.

B. Camp Youth Protection Policies, Procedures and Training

We reviewed the URJ's current policies designed to prevent boundary crossing and sexual misconduct by adults who participate in the URJ's youth programs as well as its protocols for reporting misconduct internally and, where appropriate, to outside authorities. We found that the URJ is following best practices in these areas, and is dedicated to implementing and enforcing policies that protect its campers. We have seen credible evidence that the URJ has made significant efforts to strengthen its policies and training in recent years. Since approximately 2016, for example, the URJ has partnered with the Baltimore Child Abuse Center ("BCAC") to develop centralized policies, procedures and training around child abuse, prevention and reporting which it reviews annually and integrates into all camps. Most recently, in January 2022, the URJ filled a newly created position of Director of Wellness for our Camps and Immersives,³⁶ and training will be a central focus of this role.

1. Youth Protection Policy

Historically, the URJ's youth protection policies were decentralized and maintained by individual camps. In recent years, the URJ has undertaken a process with the BCAC to ensure

³⁵ See *URJ Employee Handbook*, Section 3.5 Discrimination, Harassment, and Offensive Conduct: Consensual sexual relationships.

³⁶ See Ruben Arquilevich, *Taking a Breath for Life: the Union for Reform Judaism's Actions to Build Resilience*, REFORMJUDAISM.ORG (Jan. 19, 2022), <https://reformjudaism.org/blog/taking-breath-life-union-reform-judaisms-actions-build-resilience>.

its policies and procedures comply with best practices and include appropriate definitions related to youth protection and what constitutes compliance with laws, including mandatory reporting laws. The URJ currently maintains a Youth Protection Policy applicable to all camp staff (the “Camp Youth Protection Policy”). The version of the policy that was in effect in the summer of 2021 is attached as Appendix D.

The Camp Youth Protection Policy states that the URJ will exclude from employment or volunteer service anyone against whom there is a credible allegation of sexual abuse, physical abuse or neglect of a child or youth.”³⁷ The Camp Youth Protection Policy requires immediate notification to URJ leadership by “any person who has reason to believe that a youth has been subjected to abuse (including Sexual Abuse or Physical Abuse), neglect, or misconduct by URJ personnel.”³⁸ The policy further requires that “[a]ny person who has reason to believe a youth has been subjected to abuse (including sexual abuse) or neglect must make a report to the local office of child protective services or law enforcement as soon as possible”³⁹ consistent with local reporting laws. The Youth Protection Policy is consistent with best practices.

All camp staff members are required to sign an acknowledgment of receipt of and commitment to the Youth Protection Policy and the “URJ’s Code of Conduct,” also known as the “Camp and Israel Code of Conduct,” discussed below.

2. Camp and Israel Programs Code of Conduct

Camp and Israel program staff are also subject to the Camp and Israel Programs Code of Conduct (the “Camp Code of Conduct”), which they must sign and initial in several places at the time of hire in connection with the execution of their offer letters. The 2021 Camp Code of Conduct is attached as Appendix E. The Camp Code of Conduct restates the URJ’s sexual harassment policy for employees, which is described in Section VIII.A.1. above. The Camp Code of Conduct further provides, in relevant part, that:

Staff members must avoid any covert or overt sexual behaviors with those for whom they have responsibility. This includes seductive speech or gestures as well as physical contact that exploits, abuses or harasses.

Staff members must use appropriate discretion before touching another person, especially children and youth, and be aware of how physical touching will be perceived or received, and whether it would be an appropriate expression of greeting, care, concern, or celebration.

The Camp Code of Conduct also addresses remedial action for a violation, which could include termination of employment, notification to a staff member’s congregation, parents, references or graduate program or ineligibility for future employment references or future

³⁷ *Camp Youth Protection Policy*, Section 2.1.

³⁸ *Camp Youth Protection Policy*, Section 6.1.

³⁹ *Camp Youth Protection Policy*, Section 5.1.

employment by the camp and/or the URJ. The Camp Code of Conduct is consistent with best practices applicable to a Code of Conduct of this nature.

3. Camp Incident Reporting Policy and Procedures

The URJ has recently implemented an incident reporting policy and structure for reporting incidents that occur at camps, including incidents of sexual misconduct. The URJ now requires incidents, including policy violations and allegations of sexual misconduct, to be reported by camp leadership using a standardized electronic form that includes several questions. A copy of the incident report form is attached as Appendix F. Completed incident reports are sent automatically to three URJ employees, including the Vice President of People and Culture, Vice President for URJ Camps, NFTY, and Immersives and the Associate Director of Camping.

Prior to the implementation of the current incident reporting system in 2021, camp leadership may have written an email reporting an incident. We did, however, learn of incidents involving verbal sexual harassment among counselors and boundary crossing on the part of supervisors that were not, but should have been, included in incident reports in 2021, and we make further recommendations for improving the incident reporting process in Section IX.

4. Youth Protection Training for Staff

The URJ has for many years conducted training for camp staff on the topic of youth protection, including sexual misconduct, and the training program has evolved over the years. Current and former camp employees recalled training conducted by individuals from the URJ's insurance company.

The URJ's current Youth Protection Policy requires completion of annual safe environment training by all camp staff members. In 2021, BCAC provided training to full-time camp staff in a "train the trainer" model, so that full-time staff would be prepared to train seasonal staff prior to summer camp. BCAC also provided supplementary materials for staff training. The training includes how to prevent, recognize, respond to and report abuse, consistent with best practices.

C. Volunteer and Program Participant Policies and Training

We also considered whether the URJ has effective policies and training for volunteers. The URJ utilizes volunteers in a variety of engagements, including as members of the North American Board and as chaperones and service providers in youth programming.

1. Ethics Code

All volunteers are subject to the URJ Ethics Code (the "Ethics Code"), which also covers "interactions between volunteers and employees." A copy of the Ethics Code is attached as Appendix G. The Ethics Code was written by the Ethical Policies and Procedures Task Force of the URJ, with portions drawn directly from the CCAR, the ACC and URJ employee ethics codes.

It was initially adopted by the URJ North American Board of Trustees on June 11, 2017 and it was most recently revised on February 10, 2022.⁴⁰

The URJ's Ethics Council is responsible for the administration of the Ethics Code. The Ethics Council is "composed of a Chair and 4-6 URJ volunteers (a majority of whom must be [North American Board] members) chosen by the URJ Board Chair."⁴¹ In addition, the URJ Board Chair and three current URJ employees serve as ex-officio members. The Ethics Council is responsible for overseeing the investigation and adjudication of complaints regarding violations of the Ethics Code, data collection, recommending revisions to the Ethics Code and providing training and education.⁴² The Ethics Code was updated on February 10, 2022 to provide that, "[f]or the purpose of investigating complaints, the URJ will hire an Independent Investigator with expertise in conducting ethics investigations."⁴³

The current Ethics Code includes a section that addresses "Bullying and Sexual Boundaries" and provides that "URJ volunteers are obligated to refrain from all such behaviors when interacting with other URJ employees, volunteers or program participants in URJ-related activities."⁴⁴ The Ethics Code defines sexual harassment as:

Unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal, physical, or visual conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's standing as a volunteer or employee.
- Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting the individual or decisions concerning volunteer assignments, whether or not such decisions have direct economic consequences.
- Such conduct has the purpose or effect, intentionally or unintentionally, of unreasonably interfering with an individual's work or volunteer performance or creating an intimidating, hostile, or offensive working environment.⁴⁵

⁴⁰ Ethics Code of the Union for Reform Judaism, *available at* <https://urj.org/who-we-are/ethics-code-union-reform-judaism>.

⁴¹ *Id.* at Section II(A)(1).

⁴² *Id.* at Section II(A)(1), (7).

⁴³ *Id.* at Section II(A)(7).

⁴⁴ *Id.* at Section I(D).

⁴⁵ *Id.* at Section I(D)(2).

The Ethics Code also states that in addition to the above forms of sexual harassment:

The following categories of behavior are, by definition, unethical and never acceptable:

1. Child sexual abuse, including any sexual activity, involvement or attempt of sexual contact by an adult, as defined by applicable law, with a person who is under the applicable legal age of consent.
2. Sexual activity with a person who is legally incompetent or otherwise unable to give consent.
3. Physical assaults or violence of a sexual nature, such as rape, sexual battery, or abuse, or any attempt to commit such acts.⁴⁶

Complaints of violations of the Ethics Code must be made in writing to the Chair of the Ethics Council. The Ethics Council accepts anonymous complaints, although the Ethics Code specifically states that the Ethics Council “will not open investigation with respect to claims that lack sufficient specificity or verifiable information” or if the complainant is unwilling to initiate a written complaint with the Ethics Council Chair. However, the Ethics Council Chair may, with the consent of two Ethics Council members, independently initiate an investigation.⁴⁷

The Ethics Code provides in detail the process that the Ethics Council and Independent Investigator will follow when conducting investigations and fact gathering and the process for requesting and conducting a “rehearing.”⁴⁸ The Ethics Council members have not received any specific training on handling or overseeing investigations, a point that will be addressed in the Recommendations at Section IX. The Ethics Code does detail potential remedial action, ranging from reprimand for minor infractions, censures or suspension or removal from a URJ volunteer position.⁴⁹ Lastly, the Ethics Code includes protocols for reinstatement for those who have been suspended or removed “based on a showing that the person has met all conditions imposed, for example, having acknowledged and repented for the misconduct, apologized to the victim(s), not resumed the misconduct, and established through the passage of time and the person’s behavior that the chance of a recurrence is highly unlikely.”⁵⁰

⁴⁶ *Id.*

⁴⁷ *Id.* at Section II(A)(3).

⁴⁸ *Id.* at Section II(A)-(B).

⁴⁹ *Id.* at Section II(B)(2).

⁵⁰ *Id.* at Section II(B)(2)(d).

2. Board Sexual Misconduct Training

URJ Board members are subject to the same Ethics Code that governs URJ volunteers. As is the case currently with volunteers, the URJ has not provided sexual misconduct training to URJ Board members. We discuss recommendations for URJ Board training in Section IX.

3. NFTY Participant and Volunteer Policies and Training

NFTY event participants are subject to NFTY’s B’rit K’hilah — Code of Conduct (the “NFTY Code of Conduct”). The NFTY Code of Conduct is attached as Appendix H. NFTY participants and a parent or guardian is required to affirm their agreement of the NFTY Code of Conduct and the rules and policies of NFTY. The NFTY Code of Conduct, provides, in relevant part, that the participant:

- agrees “to exercise proper consent, and [the participant] agrees to refrain from inappropriate sexual behavior”;
- “understand[s] that consent is only given when someone gives positive and verbal permission to a sexual activity with another person, and that all people in a sexual situation must feel comfortable saying an explicit ‘yes’ or ‘no’ of their own free will to stop the physical activity at any point”; and
- “will not participate in any activities before, during or after events that could be deemed as hazing, sexually harassing, demeaning, hurtful, or bullying.”⁵¹

Each participant also is required to acknowledge that the participant will report to their NFTY regional director or any trusted adult any act of sexual misconduct that they hear of or see “whether it be seen in person, over social media, or by ear.”⁵² Due to a recent URJ reorganization, the position of NFTY regional director no longer exists. New staff positions and titles are not yet reflected in policy and procedures. We understand that the reporting guidance for NFTY participants also will be updated.

In addition to affirming that they have read the NFTY Code of Conduct, all NFTY regional board members (who are all teens) are required to complete sexual harassment training. Also, in or around 2017, NFTY launched its own Sexual Violence Prevention Campaign, that requires high school seniors to sign a “senior pledge” that says, among other things: “I will uphold values of mutual consent, discourage any non-consensual sexual action, and will not perform any such actions myself. If I learn of any sexual misconduct, I will report it through the proper channels.”⁵³ A copy of the NFYT Senior Pledge is attached as Appendix I.

⁵¹ *NFTY Code of Conduct*

⁵² *Id.*

⁵³ *NFTY Senior Pledge*

4. RAC Participant and Volunteer Policies and Training

The RAC maintains codes of conduct for RAC program participants, including a code applicable to adult participants (the “RAC Adult Code of Conduct”) and a code applicable to youth participants (the “RAC Youth Code of Conduct”). The RAC Adult Code of Conduct is attached as Appendix J and the RAC Youth Code of Conduct is attached as Appendix K. The codes of conduct are substantially similar in form and substance. Both codes state that the “URJ does not tolerate, in any form or at any time, discrimination, harassment, bullying, sexual misconduct, threats, intimidation, menacing, or any other offensive behavior or acts against anyone in our community or participating in our events.”⁵⁴ The definition of sexual harassment or misconduct is materially similar to the URJ’s Sexual Harassment Policy and Camp Code of Conduct.

RAC program participants can report violations of the RAC Adult Code of Conduct or RAC Youth Code of Conduct “to the senior URJ staff member onsite or at [the participant’s] online experience” or “if the complaint concerns that person” by phone or email to the URJ’s Vice President of People and Culture.⁵⁵ The RAC’s policies for adult and youth program participants are adequate and have an appropriate level of detail for a policy of this nature.

The RAC also requires youth participants to sign off on a B’rit K’hilah (the “RAC B’rit K’hilah”) when registering for a conference. The RAC B’rit K’hilah is attached as Appendix L. That document requires participants to certify, among other things, that “I will not participate in any activities that could be deemed as hazing, sexually harassing, demeaning or hurtful. I agree to refrain from inappropriate sexual behavior.”⁵⁶

Although adult volunteers from congregations who supervise youth in connection with RAC youth conferences are subject to the RAC Adult Code of Conduct and must certify receipt and review of it, these adult volunteers are not provided with training on sexual misconduct prevention and reporting. The RAC does conduct background checks every year on volunteers from congregations who will be sent on RAC trips as chaperones, including checking the CCAR list for censured rabbis.

5. Event and Conference Participant Code of Conduct

The URJ also has a code of conduct applicable to conference and event participants, the Participant Code of Conduct. A copy of the Participant Code of Conduct is attached as Appendix M (and is also posted on the URJ’s web site).⁵⁷ It states that the “URJ does not tolerate, in any form or at any time, discrimination, harassment, bullying, sexual misconduct,

⁵⁴ *RAC Adult Code of Conduct; RAC Youth Code of Conduct.*

⁵⁵ *RAC Adult Code of Conduct, Section 5: How to Report a Violation; RAC Youth Code of Conduct, Section 4: How to Report a Violation.*

⁵⁶ *RAC B’rit K’hilah.*

⁵⁷ URJ Event Participation Code of Conduct, *available at* <https://urj.org/what-we-do/conferences-events/urj-event-participant-code-conduct>.

threats, intimidation, menacing, or any other offensive behavior or acts against anyone in our community or participating in our events.” It includes a short section defining “sexual harassment or misconduct” and further states that “[c]onduct of this nature diminishes us all and compromises our ability—individually and collectively—to demonstrate our commitment to living lives that reflect our Jewish values.”⁵⁸ Complaints under the Participant Code of Conduct can be reported by phone or email to the URJ’s Assistant Director of Human Resources or the URJ’s Vice President, People & Culture, and their contact information is provided.⁵⁹ All participants are required to acknowledge that they have received and reviewed the Participant Code of Conduct when they register for an event.

The Participant Code of Ethics contains an appropriate prohibition on sexual misconduct and level of detail for a code of conduct for volunteers.

IX. Recommendations

Based on our review and analysis of the URJ’s relevant policies and procedures as well as the findings and learnings from the investigation, we make the following recommendations.

A. Additional Resources Dedicated to Complaint Handling

Our investigation highlighted the need for the URJ to consider committing additional resources to complaint handling, including investigations.

- 1. Conduct an Assessment of Human Resources.** The URJ should conduct an assessment of whether the human resources function is sufficiently staffed to address sexual and other harassment issues and whether the resources devoted to the human resources function are sufficient across the calendar year, including the summer months when the employee population increases substantially.
- 2. Ombudsperson.** We recommend that the URJ consider the establishment of a new ombudsperson office separate from any existing URJ department or function, including human resources, to be available in the first instance to URJ employees, volunteers and program participants. An ombudsperson is a designated neutral party in an organization who is available for individuals to express concerns and discuss how to resolve conflict before they escalate to a formal complaint. An ombudsperson generally has two main functions: (1) to work with individuals and groups to explore and assist them in determining options to help resolve conflicts, problematic issues and concerns; and (2) to report to the URJ leadership not on any specific concern, but instead on the numbers and types of

⁵⁸ URJ Participant Code of Conduct, Section 2: Sexual Harassment or Misconduct, *available at* <https://urj.org/what-we-do/conferences-events/urj-event-participant-code-conduct>.

⁵⁹ URJ Participant Code of Conduct, Section 4: Reporting Concerns or Violations, *available at* <https://urj.org/what-we-do/conferences-events/urj-event-participant-code-conduct>.

concerns raised. It is important that the ombudsperson be an outside and impartial party, and therefore cannot serve in another role within the organization that compromises the perception or reality of neutrality. An ombudsperson should have training and experience in conflict resolution and problem-solving. The URJ should provide online information regarding any newly-created office of an ombudsperson, including contact information.

- 3. Clarify Protocols for Complaint Handling.** We recommend that the URJ adopt written standard operating procedures for responding to and investigating allegations of sexual misconduct, both within youth programming and at other URJ workplaces. Discretion and flexibility is important in these sensitive matters, but the protocol should include:

 - a.** Where the victim is a minor, parents should be notified so that they can work with the URJ investigator and/or counselor to approach the victim appropriately, both to ensure that the victim receives any needed support and to provide information needed to identify the perpetrator.
 - b.** Considerations around involving law enforcement and making mandatory reports of child abuse, as required by applicable law.
 - c.** Considerations for placing an employee on paid or unpaid leave pending the outcome of any internal or law enforcement investigation.
 - d.** A process for following up with the victim and complainant (if different from the victim) and accused (and parents, if minors are involved) at the conclusion of any investigation.
- 4. Develop a Written Incident Report Protocol.** The URJ standardized the incident reporting process and implemented an electronic incident reporting system for youth programs in 2021. Written protocols for completing incident reports should be supplemented and communicated to supervisors at camps and other youth programming that are responsible for submitting such reports. The protocol should include examples of the level of detail that should be provided on the reports and deadlines for submitting the reports. Additionally, the URJ should consider imposing consequences should a supervisor fail to submit completed incident reports in a timely manner.
- 5. Clarify Protocols for Escalation to URJ Leadership.** The URJ should develop clear written protocols and procedures for escalating specific complaints to the URJ's leadership, including the President. In addition, the URJ should develop written protocols for periodic reports to the President and the Board on the number and nature of the complaints

received in a given period so that the leadership is fully apprised of the scope of the issues that the organization is addressing at the time.

B. Policy Improvements

Although we conclude that the URJ's policies relating to sexual misconduct comply with applicable laws, we make the following recommendations based on our learnings from this investigation:

- 1. Employee Consensual Relationships Policy.** We recommend that the URJ implement a more stringent consensual relationships policy applicable to all URJ employees. There are a number of ways that the employee consensual relationships policy can be strengthened, and below are some alternatives for consideration.
 - a.** For year-round employees, the URJ could “strongly discourage” romantic relationships between employees at different seniority levels and require mandatory reporting of all such romantic relationships at the outset of the relationship.
 - b.** The URJ could consider developing a form for the reporting of consensual relationships in writing to the camp director or human resources, as applicable.
 - c.** The URJ could establish a protocol when a permissible romantic relationship between employees at different levels of the organization is reported. That protocol could include: (1) moving the employees to eliminate the supervisory relationship or any influence by the more senior employee on compensation or assignments for the more junior employee; (2) meeting with both individuals, providing them with the Consensual Relationships policy and providing the more junior individual with a writing that he or she should sign, acknowledging that the relationship is entirely consensual, that they have read the policy and that, should the person ever experience any type of coercion based on the more senior employee's role, the more junior employee is required to notify URJ HR; and (3) periodic check-ins with the more junior employee initiated by the URJ HR.
 - d.** Finally, consideration could be given to prohibiting sexual activity among counselors and seasonal staff on camp ground altogether. Sexual activity among young staff members at camp is a distraction from monitoring and supervising campers and has been the source of complaints about inadequate consent that consume and distract the resources of camp administrators and URJ staff. If adopted, any such policy should make clear that the camp may take disciplinary action, up to and including termination of

employment, for all seasonal employees who take part in sexual activity at camp in violation of the policy.

2. **Youth Consensual Relationships Policy.** We recommend that the URJ, through its youth programming leadership and in consultation with experts on child development, establish clear boundaries about what romantic and sexual conduct is and is not permitted among minor peers during camp sessions and at overnight youth events.
3. **Ensure Multiple Avenues of Reporting Across all Policies.** Consistent with best practices, employees, contractors, volunteers and program participants should have multiple publicized avenues of reporting. The URJ should consider implementing an anonymous ethics hotline for complaint reporting. The hotline should include a reply feature so that the person submitting the complaint can reply to follow-up questions while remaining anonymous. Although anonymous complaints are not ideal from an investigative point of view, they can, if specific enough, provide important information to an organization.
4. **Adopt a Reference Policy.** The Camp Code of Conduct indicates that remedial action for violation of the code could include ineligibility for future employment references.⁶⁰ This policy should be broadened to ensure that no individuals found to have engaged in sexual misconduct across URJ camps and other programs and workplaces can receive favorable job references. Additionally, the URJ should implement and communicate a clear process for congregations to contact the URJ to check references for former URJ employees, including camp counselors.
5. **Streamline Policies.** While the URJ's various sexual misconduct and youth protection policies comply with applicable law and best practices, the policies applicable to youth can and should be streamlined and presented in an intuitive format for the audience. Additionally, the policies applicable to youth across all youth programming should be consistent for ease of compliance and administration/annual updating, as applicable.
6. **Review Policies Annually.** The URJ should continue to review its Sexual Harassment Policy, Code of Ethics and any other applicable youth protection, safety and boundary policies on a yearly basis to ensure these policies reflect then-current best practices. This review should be performed with the assistance of legal counsel and be informed by a review of peer policies.

⁶⁰ *URJ Camps and Israel Program*, Additional Consequences.

7. **Collect Certification from All Staff.** The URJ currently requires its employees to sign a document acknowledging that they agree to comply with the URJ Employee Handbook. To the extent they are not already, the acknowledgement should be signed annually and a record of the acknowledgements should be retained.
8. **Post Policies Prominently.** The URJ should provide more prominent online access to information about all of its sexual misconduct policies, procedures and resources, including the Consensual Relationships Policy, Anti-Harassment Policy, Code of Ethics and camp-related child safety policies. It is noteworthy that the Code of Ethics, which covers URJ volunteers, is available online, but that the Ethics Council has received less than a handful of complaints since its inception in 2017. This recommendation addresses the evident need for increased transparency and clarity surrounding the URJ's reporting and investigative procedures as well as its role, as compared to that of the CCAR, in the case of misconduct in congregations.
9. **Communicate Policies and Reporting Procedures Regularly.** The URJ should also reiterate on a regular basis the availability and whereabouts of the alternative ways to report misconduct that it has implemented, as well as its commitment to not permit retaliation for making a report. For example, the importance of reporting and avenues for reporting should be circulated periodically throughout the year and the summer camp sessions. Given the fear and concern about retaliation that we heard across many of the witnesses with whom we spoke, it is critical that leaders across the URJ repeat early and often that retaliation will not be tolerated, and that instances of retaliation will be punished up to and including termination.

C. **Record Retention Policies and Practices**

As noted in Section III.D, many historic records that we requested from the URJ were not retained or had never been created. Historically, there was no centralized repository for records of complaints, investigations or disciplinary action arising from complaints and investigations. The historic records of complaints that the URJ retained and provided to us further reflect inconsistencies in recordkeeping practices and filing systems. Complaint documentation and record keeping protocols have improved materially in recent years to include more documentation and electronic record keeping. We recommend that the URJ take the following steps to further improve its record keeping practices.

1. **Audit Record Retention Protocols.** The URJ should conduct an audit of its record retention protocols to ensure that it is maintaining a centralized personnel management system and a centralized complaint management system that records any instances of discipline or complaints against any URJ employees, contractors and volunteers. The URJ's document retention policy should include an exemption for complaints regarding

sexual misconduct or boundary crossing behaviors so that records of such conduct are retained indefinitely.

2. **Maintain Centralized Records of State Mandated Child Abuse Reports.** The URJ's camps are subject to mandatory reporting requirements for child abuse, including sexual abuse, in those jurisdictions where camps are located. The URJ is currently complying with all applicable mandatory reporting requirements, but the unavailability of historic records makes it difficult for us to confirm that it has complied in the past. The URJ should maintain a central, permanent record of all known mandated reports going forward.
3. **Periodically Audit Complaints and Mandatory Reports.** The URJ should conduct an audit of complaint handling and mandatory reports on a periodic basis to ensure that all mandatory reports have been made to the authorities as required by local law.

D. Training Enhancements

We recommend the following enhancements to the URJ's current training programs.

1. **Implement Board Training on Sexual Misconduct and Complaint Reporting Procedures.** Currently, the North American Board does not receive any training from the URJ on sexual misconduct or the URJ's policies and procedures for addressing sexual misconduct. The board is comprised of approximately 253 current and former lay leaders who belong to URJ congregations across the United States and Canada as well as representatives of HUC, the CCAR, and several other affiliate organizations.⁶¹ Training of this group presents a significant opportunity to impact overall culture at the URJ. The URJ should provide this training on a periodic basis for existing board members and as a part of onboarding training for new board members.
2. **Require all Volunteers Who Chaperone Minors across URJ Programming to Receive Sexual Misconduct Training.** The URJ currently requires training of many volunteers that supervise, chaperone and otherwise volunteer for URJ youth programs. The URJ should ensure that all volunteers across youth programming receive training on sexual misconduct and what to do if they receive a report of sexual misconduct before they are permitted to interact with minors.
3. **Provide Training on Complaint Handling for all Ethics Council Members.** Members of the Ethics Council, which includes Board members and URJ employees, are responsible for handling complaints

⁶¹ Leadership & Governance, Union for Reform Judaism, <https://urj.org/who-we-are/leadership-governance>.

received under the Ethics Code and therefore should be trained on the subject.

4. **Provide Training or Information to Youth Participants, Parents and Seasonal Staff on How Complaints of Sexual Misconduct Will Be Handled.** The URJ should ensure that all teen participants in the URJ's youth programs and their parents and seasonal staff are informed that, in many regions/states, the camp is compelled by local law to report allegations of criminal sexual misconduct to police or state youth protection agencies.
5. **Provide Additional Consent Training for all Youth Program Participants and Seasonal Staff.** Many of the incidents we learned of related to a lack of consent or a lack of a clear articulation of consent. Several witnesses who felt coerced and pressured to consent to sexual acts told us that consent training would be beneficial before teens or seasonal staff members can participate in URJ programs or camps. While the URJ currently provides consent training for teens at camps, the URJ should assess whether or not the training is adequate and age-appropriate consent training should begin with middle schoolers.
6. **Provide Anti-Bullying Training for all Youth Program Participants.** The URJ currently trains campers on bullying issues. In light of this report, the URJ should assess whether or not the training is adequate. The training should be calibrated to the age of the participants and provide examples of a range of unacceptable bullying conduct, including bullying that may have a sexual aspect to it (*e.g.*, young boys bullying each other in the shower).
7. **Provide Anti-Bullying Training for all Employees.** The URJ should provide anti-bullying training for all employees on a periodic basis. The training could be incorporated into the URJ's annual harassment training or as a stand-alone training.
8. **Provide Additional Training on Cultural Awareness for Non-U.S. Staff Members.** Staff members from different legal systems and cultures should receive additional training on U.S. laws and cultural norms related to sexual harassment, misconduct and child safety.
9. **Maintain and Audit Training Participation Rates and Records.** The URJ should implement a centralized system for participation in training by employees, contractors, volunteers and program participants to ensure that mandatory training requirements are met. Special attention should be paid to the training of employees who arrive late for seasonal positions and have therefore missed the regular training received by their peers.

10. **Include Training Metrics as an Evaluation Criterion for Human Resources, Youth Programming Leadership and Camp Leadership.** The completion of training initiatives should be considered as part of the evaluation process for Human Resources, youth programming leadership and camp leadership. For example, if a portion of the camp staff does not receive training in a given year, camp leadership should be held accountable.

E. Hiring of Staff, Contractors and Volunteers

1. **Implement a Central Approval System for All Hires.** The URJ has recently implemented a central approval system for hiring staff contractors and temporary employees. One of the purposes of this is to ensure that individuals who were previously dismissed for misconduct cannot be rehired in another location without approval and that individuals otherwise accused of wrongdoing (*e.g.*, rabbis who are censured by the CCAR or individuals who are accused of wrongdoing after they have already left employment) cannot be hired or rehired without additional investigation or scrutiny. The URJ should adopt written protocols regarding the system.

F. Other Youth Protection Enhancements

1. **Provide Knowledge Transfer on Past Complaints and Incidents of Sexual Misconduct to New Leaders at Times of Leadership Transition.** When new leadership at camps or other youth programs are hired, they should be provided with information about any prior warnings to current staff so that the new leader understands and can monitor any such issues. For example, if a camp counselor plays favorites and is warned that doing so is not appropriate, he/she should not get another “first” warning should this conduct continue under a new leader. Instead, armed with an awareness of the prior warning, the new leader can and should impose more serious consequences, up to and including termination.
2. **Ask About Incidents of Sexual Misconduct During Exit Interviews.** The URJ should ask departing year-round employees at camps and youth programming during exit interviews whether they have knowledge or awareness of any incidents of sexual misconduct, boundary crossing or relevant “red flags” not previously reported.
3. **Examine Content on URJ Web Pages and Social Media Sites.** We received complaints regarding social media posts and links to camp alumni social media posts from the URJ’s web sites. The URJ should undertake an audit of existing URJ and camp web pages and social media pages (including terms of use) and posts to remove any comments, links or photos that are not URJ consistent with the standards adopted by the URJ.

The URJ should engage in ongoing monitoring of social media posts to ensure that posts and photos comply with the terms of use.

4. **Distribute Guidance on Youth Consensual Relationships to Adult Employees and Chaperones.** As noted in our findings, we heard from a number of witnesses who reported that they were in sexual or emotional relationships at a young age with older partners that were, in retrospect, unhealthy relationships. Witnesses also reported that adults were aware of the relationships and could have intervened. To this end, to the extent that consensual relationships between youth participants in URJ programs are not prohibited, we recommend equipping adults to engage with youth on the subject by providing both training and additional resources. For instance, we recommend preparing and distributing a list of questions for adults to ask youth when they become aware of a purportedly consensual romantic relationship, especially relationships between teens who are more than one to two years apart, age wise.
5. **Restorative Process.** The survivors of past sexual misconduct with whom we spoke are in different stages of recovery. The URJ should consider creating and making available a restorative process that focuses on the needs of survivors. This voluntary process can be developed with the guidance and participation of a restorative justice expert and may include, where appropriate, URJ representatives as well those who have engaged in past sexual misconduct.

G. Congregation and Reform Movement-Wide Concerns

1. **Coordinate with the CCAR and HUC on Rabbinic Placement.** We agree with the recommendation of the CCAR Investigation that the URJ, the CCAR and HUC work together in the near term to develop a protocol to address rabbinic placement so that congregations are informed about an applicant's prior sexual misconduct.⁶² To be clear, we are not suggesting that all sexual misconduct is or should be disqualifying when it comes to future employment. Well written policies, clear complaint procedures, strong complaint handling protocols and effective remediation can together improve an applicant who has been the subject of a less serious complaint. However, the URJ should support HUC and the CCAR in exploring the possibility of establishing a process by which a rabbi who has been expelled from the CCAR for committing one or more egregious ethics violations may be defrocked.⁶³

⁶² Report of Investigation of the Central Conference of American Rabbis Ethics Process, Section Three: Recommendations (December 21, 2021), <https://10pzbn347s7w1b9a412ijnxn-wpengine.netdna-ssl.com/wp-content/uploads/2021/12/Alcalaw-Report-of-Investigation.pdf>.

⁶³ *Id.*

2. **Examine Role of Teshuvah.** We recommend that the URJ work with the CCAR and HUC to consider whether the Teshuvah process for religious leaders who have engaged in sexual misconduct has been effective in preventing future misconduct and whether it addresses adequately the needs of individuals and congregations that have been harmed by the misconduct.
3. **Provide List of Expelled, Suspended or Publicly Censured Rabbis on the URJ Website.** To facilitate the sharing of information regarding rabbis who have been expelled, suspended or publicly censured by the CCAR, we recommend that the URJ consider posting the CCAR's list of expelled, suspended or publicly censured rabbis on its website, or link to it prominently, so that the list is accessible to those who are less familiar with the CCAR. In addition, we understand that under current CCAR rules, a rabbi can be restricted in his or her work with minors or young adults, yet not be listed on its website. We urge the URJ to work with the CCAR to address this lack of information, particularly where minors are concerned.
4. **Provide Additional Resources for Congregations.** The URJ provides a number of resources to congregations currently. The URJ should continue to enhance its model policies, procedures, training and resources related to sexual misconduct for congregations. An example of an additional potential resource is a one-page document describing "Who Does What" and who community members should contact with complaints that can provide clarity to congregants and be clearly posted on congregation web sites and at synagogues. In addition, because congregational employees are involved in organizing and running teen programming along with URJ employees, the URJ should make available to congregations, in addition to a model ethics code, other model policies on consent and a participant code of conduct. The URJ should also use its leadership platform to urge member congregations to adapt those policies for their own use.
5. **Maintain a Public List of Congregations that Have an Acceptable Ethics Code.** The URJ is currently updating the model ethics code for congregations. Once the new model ethics code is published, the URJ should consider posting a list on its website of member congregations that have implemented an ethics code as a mechanism to encourage those that have not adopted an ethics code to do so. The lack of an ethics code sends a signal, however unintentional, that congregational leadership does not take sexual and other types of misconduct seriously. Absent an ethics code that sets forth prohibited conduct, reporting channels and an anti-retaliation provision, congregants are left guessing about how to report.

H. Implementation of Recommendations

1. **Designate a URJ Employee to Oversee Implementation.** In recognition of the importance of the issues addressed in this report and the challenges of taking into account the interests of all relevant groups and stakeholders, the President should appoint a senior person to oversee the implementation of these recommendations, including setting deadlines. This person should be someone with relevant expertise and credibility with all of the URJ's constituencies.
2. **Designate a Special Committee to Oversee Implementation.** Similarly, the Chair of the Board should appoint a special committee to oversee the implementation of these recommendations, including compliance with any deadlines, as well as other initiatives that may be pursued by the URJ to combat sexual misconduct and retaliation throughout the URJ and its programs.

X. Conclusion

This has been an expansive investigation, fueled by the goal of the URJ's leadership to face unflinchingly and learn from past incidents of sexual misconduct in its workplaces, camps, conferences and programs. We have been struck by the courage of those who came forward to share their accounts, as well as by their nearly universal expression of gratitude for this process. As outsiders to the Reform Movement, we can say that the level of commitment to helping the URJ improve on the part of the people who contacted us is extremely strong.

Any credible report of sexual misconduct is disturbing, and our hearts go out to those survivors with whom we spoke. Whether they experienced sexual misconduct as a child or as an adult, the impact can be long lasting and difficult to shed. How supervisors and counselors handle reports of misconduct can also, and often does, have a profound impact on how well victims of sexual misconduct recover. In some circumstances, where victims' complaints are minimized or when peers or communities do not provide support, the initial trauma is exacerbated. It is for these reasons that we stress the importance of not only trainings and complaint handling protocols, but also empathy and fairness for all involved parties. We were also struck by the number of reports that centered around a lack of adequate consent, whether among teens or college-age staff members. Additional and age-appropriate training on consent and boundaries starting in middle school is critical, as is adult supervision for teens at camp or on trips. Also of note is how many of the witnesses with whom we spoke expressed or described concerns about retaliation, *e.g.*, fear of losing a job or community support. Creating a "speak up" culture, no matter the position or power of a wrongdoer, is a leadership challenge and one that all URJ leaders should take on and communicate about regularly.

That this investigation happened at all reflects positive and profound cultural change. We hope that the survivors with whom we spoke who have left the Reform Movement, despite the passion they once had for its teachings and community before they experienced sexual misconduct, can look at this report and the URJ's current commitment to address sexual misconduct as a potential bridge back to the Reform Movement community.

We have endeavored to present the information obtained during the investigation in as forthright a manner as possible, based on the information that we were able to garner, while respecting the privacy and protecting the identities of the victims and certain others with whom we spoke.

This report concludes the Debevoise investigation, but we remain available should anyone wish to come forward with additional information.

Appendix A

3.6 Sexual Harassment Policy

Union for Reform Judaism is committed to maintaining a workplace free from sexual harassment. Sexual harassment is a form of workplace discrimination. All employees are required to work in a manner that prevents sexual harassment in the workplace. This Policy is one component of Union for Reform Judaism's commitment to a discrimination-free work environment. Sexual harassment is against the law and all employees have a legal right to a workplace free from sexual harassment and employees are urged to report sexual harassment by filing a complaint internally with Union for Reform Judaism. Employees can also file a complaint with a government agency or in court under federal, state or local antidiscrimination laws.

Policy:

1. Union for Reform Judaism's policy applies to all employees, applicants for employment, interns, whether paid or unpaid, contractors and persons conducting business, regardless of immigration status, with Union for Reform Judaism. In the remainder of this document, the term "employees" refers to this collective group.
2. Sexual harassment will not be tolerated. Any employee or individual covered by this policy who engages in sexual harassment or retaliation will be subject to remedial and/or disciplinary action (e.g., counseling, suspension, termination).
3. **Retaliation Prohibition:** No person covered by this Policy shall be subject to adverse action because the employee reports an incident of sexual harassment, provides information, or otherwise assists in any investigation of a sexual harassment complaint. Union for Reform Judaism will not tolerate such retaliation against anyone who, in good faith, reports or provides information about suspected sexual harassment. Any employee of Union for Reform Judaism who retaliates against anyone involved in a sexual harassment investigation will be subjected to disciplinary action, up to and including termination. All employees, paid or unpaid interns, or non-employees working in the workplace who believe they have been subject to such retaliation should inform a supervisor, manager, or HR. All employees, paid or unpaid interns or non-employees who believe they have been a target of such retaliation may also seek relief in other available forums, as explained below in the section on Legal Protections.
4. Sexual harassment is offensive, is a violation of our policies, is unlawful, and may subject Union for Reform Judaism to liability for harm to targets of sexual harassment. Harassers may also be individually subject to liability. Employees of every level who engage in sexual harassment, including managers and supervisors who engage in sexual harassment or who allow such behavior to continue, will be penalized for such misconduct.
5. Union for Reform Judaism will conduct a prompt and thorough investigation that ensures due process for all parties, whenever management receives a complaint about sexual harassment, or otherwise knows of possible sexual harassment occurring. Union for Reform Judaism will keep the investigation confidential to the extent possible. Effective corrective action will be taken whenever sexual harassment is found to have

occurred. All employees, including managers and supervisors, are required to cooperate with any internal investigation of sexual harassment.

6. [All employees are encouraged to report any harassment or behaviors that violate this policy.](#) Union for Reform Judaism will provide all employees a [complaint form](#) for employees to report harassment and file complaints.
7. [Managers and supervisors are required to report any complaint that they receive, or any harassment that they observe or become aware of, to HR.](#)
8. This policy applies to all employees, paid or unpaid interns, and non-employees, such as contractors, subcontractors, vendors, consultants or anyone providing services in the workplace, and all must follow and uphold this policy. This policy must be provided to all employees and should be posted prominently in all work locations to the extent practicable (for example, in a main office, not an offsite work location) and be provided to employees upon hiring.

What is “Sexual Harassment”?

Sexual harassment is a form of sex discrimination and is unlawful under federal, state, and (where applicable) local law. Sexual harassment includes harassment on the basis of sex, sexual orientation, self-identified or perceived sex, gender expression, gender identity and the status of being transgender.

Sexual harassment is unlawful when it subjects an individual to inferior terms, conditions, or privileges of employment. Harassment need not be severe or pervasive to be unlawful, and can be any harassing conduct that consists of more than petty slights or trivial inconveniences. Sexual harassment includes unwelcome conduct which is either of a sexual nature, or which is directed at an individual because of that individual’s sex when:

- Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive work environment, even if the reporting individual is not the intended target of the sexual harassment;
- Such conduct is made either explicitly or implicitly a term or condition of employment; or
- Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual’s employment.

A sexually harassing hostile work environment includes, but is not limited to, words, signs, jokes, pranks, intimidation or physical violence which are of a sexual nature, or which are directed at an individual because of that individual’s sex. Sexual harassment also consists of any unwanted verbal or physical advances, sexually explicit derogatory statements or sexually discriminatory remarks made by someone which are offensive or objectionable to the recipient, which cause the recipient discomfort or humiliation, which interfere with the recipient’s job performance.

Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors. This can include hiring, promotion, continued employment or any other terms, conditions or privileges of employment. This is also called “quid pro quo” harassment.

Any employee who feels harassed should report so that any violation of this policy can be corrected promptly. Any harassing conduct, even a single incident, can be addressed under this policy.

Examples of sexual harassment

The following describes some of the types of acts that may be unlawful sexual harassment and that are strictly prohibited:

- Physical acts of a sexual nature, such as:
 - Touching, pinching, patting, kissing, hugging, grabbing, brushing against another employee's body or poking another employee's body;
 - Rape, sexual battery, molestation or attempts to commit these assaults.
- Unwanted sexual advances or propositions, such as:
 - Requests for sexual favors accompanied by implied or overt threats concerning the target's job performance evaluation, a promotion or other job benefits or detriments;
 - Subtle or obvious pressure for unwelcome sexual activities.
- Sexually oriented gestures, noises, remarks or jokes, or comments about a person's sexuality or sexual experience, which create a hostile work environment.
- Sex stereotyping occurs when conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how individuals of a particular sex should act or look.
- Sexual or discriminatory displays or publications anywhere in the workplace, such as:
 - Displaying pictures, posters, calendars, graffiti, objects, promotional material, reading materials or other materials that are sexually demeaning or pornographic. This includes such sexual displays on workplace computers or cell phones and sharing such displays while in the workplace.
- Hostile actions taken against an individual because of that individual's sex, sexual orientation, gender identity and the status of being transgender, such as:
 - Interfering with, destroying or damaging a person's workstation, tools or equipment, or otherwise interfering with the individual's ability to perform the job;
 - Sabotaging an individual's work;
 - Bullying, yelling, name-calling.

Who can be a target of sexual harassment?

Sexual harassment can occur between any individuals, regardless of their sex or gender. New York Law protects employees, paid or unpaid interns, and non-employees, including independent contractors, and those employed by companies contracting to provide services in the workplace. Harassers can be a superior, a subordinate, a coworker or anyone in the workplace including an independent contractor, contract worker, vendor, client, customer or visitor.

Where can sexual harassment occur?

Unlawful sexual harassment is not limited to the physical workplace itself. It can occur while employees are traveling for business or at employer sponsored events or parties. Calls, texts, emails, and social media usage by employees can constitute unlawful workplace harassment, even if they occur away from the workplace premises, on personal devices or during non-work hours.

Retaliation

Unlawful retaliation can be any action that could discourage a worker from coming forward to make or support a sexual harassment claim. Adverse action need not be job-related or occur in the workplace to constitute unlawful retaliation (e.g., threats of physical violence outside of work hours).

Such retaliation is unlawful under federal, state, and (where applicable) local law. For example, the New York State Human Rights Law protects any individual who has engaged in “protected activity.” Protected activity occurs when a person has:

- made a complaint of sexual harassment, either internally or with any anti-discrimination agency;
- testified or assisted in a proceeding involving sexual harassment under the Human Rights Law or other anti-discrimination law;
- opposed sexual harassment by making a verbal or informal complaint to management, or by simply informing a supervisor or manager of harassment;
- reported that another employee has been sexually harassed; or
- encouraged a fellow employee to report harassment.

Even if the alleged harassment does not turn out to rise to the level of a violation of law, the individual is protected from retaliation if the person had a good faith belief that the practices were unlawful. However, the retaliation provision is not intended to protect persons making intentionally false charges of harassment.

Reporting Sexual Harassment

Preventing sexual harassment is everyone’s responsibility. Union for Reform Judaism cannot prevent or remedy sexual harassment unless it knows about it. Any employee, paid or unpaid intern or non-employee who has been subjected to behavior that may constitute sexual harassment is encouraged to report such behavior to a supervisor, manager or HR. Anyone who witnesses or becomes aware of potential instances of sexual harassment should report such behavior to a supervisor, manager or HR.

Reports of sexual harassment may be made verbally or in writing. A form for submission of a written complaint can be found in the Service Center, and all employees are encouraged to use this [complaint form](#). Employees who are reporting sexual harassment on behalf of other employees should use the [complaint form](#) and note that it is on another employee’s behalf.

Employees, paid or unpaid interns or non-employees who believe they have been a target of sexual harassment may also seek assistance in other available forums, as explained below in the section on Legal Protections.

Supervisory Responsibilities

All supervisors and managers who receive a complaint or information about suspected sexual harassment, observe what may be sexually harassing behavior or for any reason suspect that sexual harassment is occurring, are required to report such suspected sexual harassment to HR.

In addition to being subject to discipline if they engaged in sexually harassing conduct themselves, supervisors and managers will be subject to discipline for failing to report suspected sexual harassment or otherwise knowingly allowing sexual harassment to continue.

Supervisors and managers will also be subject to discipline for engaging in any retaliation.

Complaint and Investigation of Sexual Harassment

All complaints or information about sexual harassment will be investigated, whether that information was reported in verbal or written form. Investigations will be conducted in a timely manner, and will be confidential to the extent possible.

An investigation of any complaint, information or knowledge of suspected sexual harassment will be prompt and thorough, commenced immediately and completed as soon as possible. The investigation will be kept confidential to the extent possible. All persons involved, including complainants, witnesses and alleged harassers will be accorded due process, as outlined below, to protect their rights to a fair and impartial investigation.

Any employee may be required to cooperate as needed in an investigation of suspected sexual harassment. Union for Reform Judaism will not tolerate retaliation against employees who file complaints, support another's complaint or participate in an investigation regarding a violation of this policy.

While the process may vary from case to case, investigations should be done in accordance with the following steps:

- Upon receipt of complaint, HR will conduct an immediate review of the allegations, and take any interim actions (e.g., instructing the respondent to refrain from communications with the complainant), as appropriate. If complaint is verbal, encourage the individual to complete the "[Complaint Form](#)" in writing. If the individual refuses, prepare a Complaint Form based on the verbal reporting.
- If documents, emails or phone records are relevant to the investigation, take steps to obtain and preserve them.
- Request and review all relevant documents, including all electronic communications.
- Interview all parties involved, including any relevant witnesses;
- Create a written documentation of the investigation (such as a letter, memo or email), which contains the following:
 - o A list of all documents reviewed, along with a detailed summary of relevant documents;
 - o A list of names of those interviewed, along with a detailed summary of their statements;
 - o A timeline of events;
 - o A summary of prior relevant incidents, reported or unreported; and
 - o The basis for the decision and final resolution of the complaint, together with any corrective action(s).
- Keep the written documentation and associated documents in a secure and confidential location.
- Promptly notify the individual who reported and the individual(s) about whom the complaint was made of the final determination and implement any corrective actions identified in the written document.
- Inform the individual who reported of the right to file a complaint or charge externally as outlined in the next section.

Legal Protections and External Remedies

Sexual harassment is not only prohibited by Union for Reform Judaism but is also prohibited by state, federal, and, where applicable, local law.

Aside from the internal process at Union for Reform Judaism, employees may also choose to pursue legal remedies with the following governmental entities. While a private attorney is not required to file a complaint with a governmental agency, you may seek the legal advice of an attorney.

In addition to those outlined below, employees in certain industries may have additional legal protections.

Civil Rights Act of 1964

The United States Equal Employment Opportunity Commission (EEOC) enforces federal anti-discrimination laws, including Title VII of the 1964 federal Civil Rights Act (codified as 42 U.S.C. § 2000e et seq.). An individual can file a complaint with the EEOC anytime within 300 days from the harassment. There is no cost to file a complaint with the EEOC. The EEOC will investigate the complaint, and determine whether there is reasonable cause to believe that discrimination has occurred, at which point the EEOC will issue a Right to Sue letter permitting the individual to file a complaint in federal court.

The EEOC does not hold hearings or award relief, but may take other action including pursuing cases in federal court on behalf of complaining parties. Federal courts may award remedies if discrimination is found to have occurred. In general, private employers must have at least 15 employees to come within the jurisdiction of the EEOC.

An employee alleging discrimination at work can file a "Charge of Discrimination." The EEOC has district, area, and field offices where complaints can be filed. Contact the EEOC by calling 1-800-669-4000 (TTY: 1-800-669-6820), visiting their website at www.eeoc.gov or via email at info@eeoc.gov.

If an individual filed an administrative complaint with DHR, DHR will file the complaint with the EEOC to preserve the right to proceed in federal court.

Local Protections

Many localities enforce laws protecting individuals from sexual harassment and discrimination. An individual should contact the county, city or town in which they live to find out if such a law exists. For example, employees who work in New York City may file complaints of sexual harassment with the New York City Commission on Human Rights. Contact their main office at Law Enforcement Bureau of the NYC Commission on Human Rights, 22 Reade Street, 1st Floor, New York, New York; call 311 or (212) 306-7450; or visit www.nyc.gov/html/cchr/html/home/home.shtml.

Contact the Local Police Department

If the harassment involves unwanted physical touching, coerced physical confinement or coerced sex acts, the conduct may constitute a crime. Contact the local police department.

Complaint Form for Reporting Sexual Harassment

The Union for Reform Judaism (URJ) is committed to maintaining a workplace free from sexual harassment. Sexual harassment is a form of workplace discrimination. All employees are required to work in a manner that prevents sexual harassment in the workplace. This URJ's Sexual Harassment Policy is one component of our commitment to a discrimination-free work environment. Sexual harassment is against the law and all employees have a legal right to a workplace free from sexual harassment and employees are urged to report sexual harassment by filing a complaint internally with Union for Reform Judaism. Employees can also file a complaint with a government agency or in court under federal, state or local antidiscrimination laws.

If you believe that you have been subjected to sexual harassment, you are encouraged to complete this form, which will be submitted to HR. You will not be retaliated against for filing a complaint.

If you are more comfortable reporting verbally or in another manner, your employer should complete this form, provide you with a copy and follow its sexual harassment prevention policy by investigating the claims as outlined at the end of this form.

The URJ's full Sexual Harassment Policy can be found in the [URJ Employee Manual](#).

Complaint Information

Your complaint of Sexual Harassment is made about:

Name

First

Last

Title

Work Phone Number

 - -

###

###

####

Relationship to you:

Manager

Subordinate

Co-Worker

Other

Please describe what happened and how it is affecting you and your work. Please attach any relevant documents or evidence.

Additional Information

No file chosen

Date(s) sexual harassment occurred

Is the sexual harassment continuing?

Yes No

Please list the name and contact information of any witnesses or individuals who may have information related to your complaint:

Have you previously complained or provided information (verbal or written) about related incidents? If yes, when and to whom did you complain or provide information?

If you have retained legal counsel and would like us to work with them, please provide their contact information.

Please provide the name, email, phone number, and address of your legal counsel.

Appendix B

3.5 Creating a Safe & Respectful Workplace

The URJ is committed to a work environment in which all individuals are treated with respect and dignity. Everyone has the right to work in an atmosphere that promotes respect and equal employment opportunities, and that prohibits discriminatory practices and abusive behavior, including harassment. Therefore, the URJ expects that all relationships in the workplace will be respectful, business-like, and free of bias, prejudice, and harassment.

All decisions affecting employment, promotion, compensation, assignment, communication, conduct and other aspects of the URJ's work environment shall be made on the basis of qualifications, performance, and other pertinent work-related factors and without discrimination against any person on the basis of race, color, creed, sex, age, religion (except where it constitutes a bona fide occupational qualification), national origin, disability, marital or veteran status, sexual orientation, gender identity, or other protected categories under applicable federal, state, or local law.

In determining whether harassment or other offensive conduct has occurred, it is not a sufficient excuse that the alleged offender "meant no harm" or was "just kidding." Instead, the standard to be applied is the perspective of a reasonable recipient of the alleged harassing or offensive conduct. Discriminatory harassment and other offensive conduct includes any conduct, whether verbal, visual, or physical, which creates an abusive and hostile work environment, and which has the purpose or effect of interfering with an employee's work performance, workplace, or development. Following are some examples of conduct that would violate this policy:

- Racial or ethnic slurs, epithets, and any other offensive remarks;
- Jokes about sex or about body image, whether written, verbal, or electronic;
- Threats, intimidation, and other menacing behavior;
- Inappropriate verbal, graphic, or physical conduct;
- Sending or posting harassing messages, videos, or photos on social media;
- Actual threatened, or implied retaliation against a person for complaining about a violation of these policies or for cooperating with an investigation into a complaint

Conduct prohibited by these policies is not limited to regular business hours or regular business locations. It may occur during or in connection with work-related conferences, social events, ceremonies, receptions, and out-of-camp programs, by use of technology during and after work hours and other non-work-related occasions. It may also result from the conduct or communication of non-employees in work context, e.g. vendors.

Preventing Sexual Harassment

Sexual harassment includes, but is not limited to, unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal, physical, or visual conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
2. Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting the individual, whether or not such decisions have direct economic consequences.
3. Such conduct has the purpose or effect, intentionally or unintentionally, of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of Sexual Harassment:

- Unwanted sexual advances;
- Offering an employment benefit (such as a raise, promotion, or career advancement) in exchange for sexual favors, or threatening an employment detriment (such as termination or demotion) for an employee's failure to engage in sexual activity;
- Visual conduct, such as leering or making sexual gestures;
- Verbal sexual advances, propositions, requests, or comments;
- Sending or posting sexually-related messages, videos, or photos on social media;
- Verbal abuse of a sexual nature; graphic verbal comments about an individual's body or attire; sexually degrading words used to describe an individual; and suggestive or obscene letters, notes, or invitations;
- Physical conduct, such as touching, groping, assault, or blocking movement;
- Physical or verbal abuse concerning an individual's gender, transgender status, gender identity, or gender expression;
- Verbal abuse concerning a person's characteristics such as pitch of voice, facial hair, or the size or shape of a person's body;
- Inappropriate exposure of one's sexual body parts.

Behavior defined in the policy as sexual harassment may occur between all employees.

Consensual sexual relationships

Consensual sexual relationships between employees or others in the URJ are not prohibited by the policy. Those who engage in such relationships, however, should be aware that questions may later arise regarding the actual freedom of choice of one of the parties, particularly when a superior/subordinate relationship exists between them. To the extent that there is such a superior/subordinate relationship between two summer employees, the parties are required to notify the Camp Director. To the extent that there is a relationship between a year-round and other URJ employee (summer or year-round), the parties are required to notify the Director of Human Resources.

What you should do if you feel you are being or have been harassed, discriminated against, or retaliated against:

If you believe that you are being or have been harassed or discriminated against, you are encouraged to immediately seek support from someone you are comfortable speaking. You may always speak with any of the following individuals, based on your level of comfort:

- Your supervisor
- Assistant, Associate, or Camp Director
- Any other senior camp leadership with whom you feel comfortable
- Director of Camping
- Member of URJ HR Department

If you are not comfortable reporting the incident to these individuals or it would otherwise not be appropriate to do so, you may report your concerns to any URJ supervisor or manager.

Bystander: If you observe harassment or another person by another employee, supervisor, manager, or non-employee, please report the incident immediately to one of the above.

Supervisors: If you receive any complaint of harassment, discrimination, or retaliation you must promptly share it with senior camp leadership who will have an initial conversation with the complainant.

Investigation:

After the URJ receives the notification set forth above, it will investigate the allegations. The URJ shall notify the person who reported the issue, the alleged recipient of the conduct (if different & appropriate), the alleged offender of the commencement of an investigation and the name of the person conducting the investigation. The person conducting the investigation may interview the person making the allegations, the alleged recipient of the conduct (if different), the alleged offender, and any witnesses deemed appropriate. All interviews shall be conducted privately.

The person making the allegation and the accused shall be advised of the results of the investigation.

The URJ shall determine the appropriate remedy for violations of the policy. The remedies available range from counseling to termination or, in the case of a volunteer, requiring one to relinquish some or all positions with the URJ, and will vary appropriately with the circumstances presented.

Retaliation: Retaliation is a very serious violation of the policy and should be reported immediately to a supervisor (if appropriate), any senior camp leadership, a member of the HR department, the Director of Camping, or the Executive Vice President of the URJ. Retaliation against any employee for reporting violations of the policy or for participating in the process—whether by the accused or someone else—will not be tolerated and will be subject to strict discipline.

Appendix C

3.3 Commitment to Workplace Diversity

As a Jewish organization with a diverse workforce, the URJ is committed to acknowledging the diversity of its employees in ways that enhance the URJ's and its employees' knowledge and mutual respect for one another.

The URJ seeks to promote respect and understanding among URJ employees.

3.4 Employee Standards of Conduct

Employee standards of conduct exist to provide a safe, businesslike and pleasant atmosphere in which to work.

Conduct that jeopardizes the safety of an employee or the employee's ability to perform his or her responsibilities will not be tolerated. Depending upon the circumstances, this type of conduct will result in disciplinary action up to termination and will be based upon the seriousness of the infraction and the employee's record. Conduct which may violate URJ standards includes but is not limited to:

- Failure to report to work without notifying the immediate supervisor
- Excessive lateness or absenteeism
- Failure to return from an approved leave of absence on the expected date
- Falsification or negligent handling of URJ records
- Conviction of a crime that adversely affects the employee's job responsibilities
- Conduct that is disruptive to the normal operation of URJ business or that is otherwise dangerous or offensive to other employees, including but not limited to: stealing or damaging the URJ's, employees' or visitors' property or material; dishonesty; unreasonable and/or repeated borrowing or solicitation of money or other items from fellow URJ employees, URJ board members and lay volunteers, URJ vendors and/or the unauthorized possession of URJ property; disclosing confidential information; insubordination; assault; repeated or extreme use of profanity; sexual or other harassment; carrying or concealing a weapon; selling or using a controlled substance
- Failure to report outside income-producing activities
- Failure to cooperate in an investigation of alleged misconduct or other noncompliance with URJ standards
- Providing personal services to suspended congregations

3.5 Discrimination, Harassment, and Offensive Conduct

All decisions affecting employment, promotion, compensation, assignment and other aspects of the URJ's work environment shall be made on the basis of qualifications, performance and other pertinent work-related factors and without discrimination against any person on the basis of race, color, creed, sex, age, religion (except where it constitutes a bona fide occupational qualification), national origin, disability, marital or veteran status, sexual orientation, gender identity, or other protected categories under applicable federal, state, or local law.

The URJ shall not tolerate any harassment of or other offensive conduct toward any individual based upon race, color, creed, sex, age, religion, national origin, disability, marital or veteran status, sexual orientation, gender identity or any legally protected status. Discriminatory harassment and other offensive conduct includes any conduct, whether verbal, visual, or physical, which creates an abusive and hostile work environment, and which has the purpose or effect of interfering with an employee's work performance or development.

This policy applies to all employees working on behalf of the URJ and its affiliates.

Prohibited Conduct: Preventing harassment and other offensive conduct requires increased awareness by all URJ employees of the impact that one's actions may have on others. In determining whether harassment or other offensive conduct has occurred, it is not a sufficient excuse that the alleged offender "meant no harm" or was "just kidding." Instead, the standard to be applied is the perspective of a reasonable recipient of the alleged harassing or offensive conduct.

Special attention is given to sexual harassment in the next section. Behavior defined in the policy as sexual harassment may occur between employees or others of the opposite or same gender.

Consensual sexual relationships between employees or others in the URJ are not prohibited by the policy. Those who engage in such relationships, however, should be aware that questions may later arise regarding the actual freedom of choice of one of the parties, particularly when a superior/subordinate relationship exists between them. To the extent that there is such a relationship, the parties are required to notify HR. HR will keep this information confidential unless they're compelled to disclose this information. Harassment is not limited to regular business hours on the worksite. Instances in which it can occur may include work-related meetings, social events and ceremonies.

Prevention: The URJ firmly believes that prevention is the best tool for the elimination of harassment. Accordingly, the URJ encourages all employees to assist in preventing harassment from occurring, such as by affirmatively raising the subject and expressing strong disapproval of inappropriate behaviors.

All existing and new staff are provided a copy of the policy with this Handbook and are expected to comply with its terms.

Procedures Concerning Reporting and the Investigation of Harassment and Offensive Conduct: To administer this policy, the URJ has developed procedures that enable all employees to raise concerns about harassment and offensive conduct based on legally protected status.

The procedures described below will be implemented on an expedited basis, and are available for and applicable to all employees of the URJ.

Employees or others who believe that they have been subjected to or have witnessed conduct that violates the policy should immediately alert a member of the HR department or the Executive Vice President of the conduct. If you are not comfortable reporting the incident to these individuals or it would otherwise not be appropriate to do so, you may report your concerns to any URJ supervisor or manager.

After the URJ receives the notification set forth above, it will investigate the allegations. The URJ shall notify the person who reported the issue, the alleged recipient of the conduct (if different), and the alleged offender of the commencement of an investigation and the name of the person conducting the investigation. The person conducting the investigation shall interview the person making the allegations, the alleged recipient of the conduct (if different), the alleged offender, and any witnesses deemed appropriate. All interviews shall be conducted privately.

The person making the allegation and the accused shall be advised of the results of the investigation.

The URJ shall determine the appropriate remedy for violations of the policy. The remedies available range from counseling to termination or, in the case of a volunteer, requiring one to relinquish some or all positions with the URJ, and will vary appropriately with the circumstances presented.

Retaliation: Retaliation is a very serious violation of the policy and should be reported immediately to a member of the HR department. Retaliation against any employee for reporting violations of the policy or for participating

in the process—whether by the accused or someone else—will not be tolerated and will be subject to strict discipline.

Appendix D



UNION for REFORM JUDAISM YOUTH PROTECTION POLICIES AND PROCEDURES

Protecting children and youth from abuse is a duty that all of us share. It takes a community to protect our youth, and Union for Reform Judaism (URJ) recognizes the importance of including the entire community in this important duty. Furthermore, it is also the responsibility of the community to be vigilant and protect itself. Each of us is responsible for the ongoing safety of youth at URJ. Finally, youth seem to be more at risk to the pressures and traumas of the world today. As a caring community, we must be ready to respond if youth need our help. In accordance with URJ's mission of strengthening Judaism today and for generations to come, this policy addresses the steps URJ employees and volunteers will take both proactively and in crisis to help keep its youth emotionally, mentally, and physically safe.

- 1.0 Definitions
- 2.0 Service Eligibility and Communication with URJ Leadership
- 3.0 Screening and Selection
- 4.0 Training and Education
- 5.0 Compliance with State or Provincial Reporting Laws
- 6.0 Reporting Abuse, Neglect, and Misconduct to URJ Leadership
- 7.0 Communications
- 8.0 Investigation by URJ Leadership
- 9.0 Appropriate Action Taken as a Result of the Investigation
- 10.0 Compliance with URJ Youth Protection Policies and Procedures

1.0 DEFINITIONS

- 1.1 **Abuse:** The physical injury or mental injury of a youth by a parent or other person who has permanent or temporary care or custody or responsibility for supervision of youth, or by any household or family member, under circumstances that indicate that the youth's health or welfare is harmed or at substantial risk of being harmed; or sexual abuse, whether or not physical injuries are sustained.
- 1.2 **Adult:** A person who is 18 years of age and older.
- 1.3 **Application:** URJ online staff employment application (CampMinder).
- 1.4 **URJ Leadership:** Director or designee.
- 1.5 **URJ Personnel:** Includes all leadership, senior staff, seasonal staff, and volunteers.
- 1.6 **Civil Authorities:** Law enforcement or child protective services of the state or province.
- 1.7 **Criminal History Screening:** An Internet-based background check completed through a third-party vendor.
- 1.8 **Misconduct with Youth:** Actions that compromise the safety and well-being of a youth or violate appropriate boundaries with a youth. For purposes of this policy, misconduct with youth does not include abuse.
- 1.9 **Neglect:** The failure to give proper care or attention to a youth, including the leaving of a youth unattended where the youth's health or welfare is harmed, or a youth is placed in substantial risk of harm, by any parent, camp or program employee, service provider or other person who has permanent or temporary care or custody or responsibility for supervision of the youth.
- 1.10 **Physical Abuse:** Non-accidental trauma or physical injury caused by punching, beating, kicking, burning, or otherwise harming a youth by a parent or caretaker.
- 1.11 **Sexual Abuse:** Any act that involves sexual molestation or exploitation of a youth by a parent or other person who has permanent or temporary care or custody or responsibility for supervision of a youth, or by any household or family member.
- 1.12 **Youth:** Any individual under 18 years of age.

2.0 SERVICE ELIGIBILITY AND COMMUNICATION WITH URJ LEADERSHIP

In addition to the screening and education of URJ personnel, the interaction and performance of all individuals in URJ with youth must be monitored as described in the URJ Youth Protection Policies and Procedures.

- 2.1 URJ will exclude from employment or volunteer service anyone against whom there is a credible allegation of sexual abuse, physical abuse, or neglect of a child or youth.
- 2.2 URJ personnel are expected to act in a manner that is consistent with URJ Youth Protection Policies and Procedures.
- 2.3 URJ personnel must contact URJ leadership immediately if it is learned that anyone accused or convicted of abuse, neglect, or misconduct with youth is involved in any capacity at URJ. This requirement is in addition to the obligations discussed below regarding reporting to civil authorities and screening of personnel.
- 2.4 URJ personnel must not initiate any kind of investigation before contacting URJ leadership. URJ personnel should proceed under the direction of URJ leadership.

3.0 SCREENING AND SELECTION

URJ is committed to healthy conduct with youth and seeks to engage competent, qualified people. To protect youth, URJ personnel are screened for their fitness to work with youth. URJ leadership and designated staff will be accountable for the proper implementation and compliance with URJ Youth Protection Policies and Procedures.

- 3.1 All requirements of URJ Youth Policies and Procedures must be completed with required documentation before an applicant may begin employment or volunteer service at URJ.
- 3.2 URJ designated staff will confirm that these screening requirements have been completed. If any of the requirements are not completed, then the applicant may not begin working.
- 3.3 All applicants for employment must complete a URJ application. URJ camps and programs should be using CampMinder for the application process.
- 3.3 All applicants for employment must provide three references. The references must be checked and documented by designated staff before the applicant may begin serving. References must be obtained from any URJ camp or program where applicant worked or served previously.
- 3.4 All URJ personnel must complete a criminal history screening before beginning employment or volunteer service. An applicant's employment or volunteer service is contingent upon favorable results of the criminal history screening.
- 3.5 All returning URJ personnel must complete a criminal history screening annually.

Questionable or unfavorable criminal history screenings will be reviewed by the director or designee. In such cases, the employee or volunteers may not begin or continue serving until they receive approval from the director or designee.

- 3.6 During the course of employment or volunteer service, any employee or volunteer convicted for any crime (excluding moving violations) has five calendar days to report the conviction to URJ leadership. Depending on the facts, convictions reported may result in disciplinary action, up to and including termination of employment or volunteer service.
- 3.7 URJ leadership or designee must notify URJ Human Resources of the termination of an employee or volunteer for a credible allegation of abuse (including sexual abuse or physical abuse), neglect, or misconduct with youth.

4.0 TRAINING AND EDUCATION

URJ is committed to education on how to prevent, recognize, and report abuse and misconduct with youth. By educating adults, risks to youth are greatly reduced because there is a better understanding and awareness of the issue of abuse.

- 4.1 All employees and volunteers must complete safe environment training annually regarding preventing, recognizing, and reporting abuse and misconduct with youth.
- 4.2 Training documentation must be reviewed and maintained by URJ designated staff in a confidential, safe, and secure location with controlled access. Personnel files may be reviewed by appropriate personnel but may not be copied or removed from the office where they are maintained.
- 4.3 Due to the sensitive nature of the subject matter, some victims of sexual abuse may not feel comfortable completing safe environment training. URJ personnel in this situation may request to receive the materials in an alternative way. Documentation of completion will be kept in the same manner as the records above. This training must be completed annually.

5.0 COMPLIANCE WITH STATE OR PROVINCIAL REPORTING LAWS

URJ complies with state or provincial laws regarding reporting suspected abuse and neglect to civil authorities and cooperates with civil authorities investigating reports of suspected abuse or neglect by anyone, including but not limited to URJ personnel.* URJ should not investigate an allegation of abuse before making the required report.

- 5.1 Any person who has reason to believe a youth has been subjected to abuse (including sexual abuse) or neglect must make a report to the local office of child protective services or law enforcement as soon as possible. Reporting laws vary by state and province. It is the responsibility of the leadership of the URJ camp or program to know the state and provincial reporting laws.
- 5.2 The report should be made to the jurisdiction where it is believed the incident(s) occurred. If that information is not known, then the report should be made to the jurisdiction where the youth resides. In cases where the incident(s) are alleged to have occurred outside of the state and the victim currently resides out of the state, then a report should be made to the local office of child protective services. The local office will forward the report to the appropriate agency outside of the state that is authorized to receive and investigate reports of suspected abuse or neglect.
- 5.3 In some states, camp and program staff and specific professionals, including educators and health practitioners must also make a written report within 48 hours to the local office of child protective services and local State's Attorney's Office.
- 5.4 URJ personnel must also notify URJ leadership about the suspected abuse or neglect.
- 5.5 Any person who has knowledge of an incident involving the production, possession, distribution, or receipt of child pornography must make a report to law enforcement as soon as possible.
- 5.6 Any person who has reason to believe a child or youth resides with or is in the regular presence of an individual who poses a substantial risk of sexual abuse to the child or youth, should also notify the local office of child protective services.
- 5.7 Any person who reports suspected abuse in good faith cannot be held civilly or criminally liable for making a report of suspected abuse.
- 5.8 Any requests for additional information from the civil authorities shall go through URJ leadership.

* In Israel, suspected abuse should be reported to a child protection worker in Social Services and/or the police.

6.0 REPORTING ABUSE, NEGLECT AND MISCONDUCT TO URJ LEADERSHIP OR DESIGNEE

- 6.1 Any person who has reason to believe a youth has been subjected to abuse (including Sexual Abuse or Physical Abuse), neglect, or misconduct by URJ personnel shall immediately notify URJ leadership or designee.
- 6.2 Notification of URJ leadership or designee is in addition to any reporting required to civil authorities. URJ personnel must also make a report to required civil authorities in addition to notifying URJ leadership or designee.
- 6.3 Persons making reports of abuse, neglect or misconduct with youth will be advised that URJ takes such allegations seriously and will respond promptly.
- 6.4 To respect the privacy of those involved, confidentiality is maintained, to the extent possible, consistent with the civil reporting requirements and URJ Youth Protection Policies and Procedures, taking into account:
- The need to advocate for those who are victims.
 - The need to provide appropriate outreach to victims.
 - The need to be in compliance with civil law.
 - The right of URJ personnel to be treated fairly.
 - The need to fairly investigate by the appropriate authorities all complaints of abuse or misconduct with youth.
 - The need to make a report to URJ leadership and/or designated staff in a timely manner.
- 6.5 All reports and documentation regarding abuse, neglect, or misconduct with youth must be maintained by URJ designated staff in a confidential, safe, and secure location with controlled access. Personnel files may be reviewed by appropriate personnel but may not be copied or removed from the office where they are maintained.



7.0 COMMUNICATIONS

URJ is committed to openness and transparency. URJ will meet this commitment to the extent possible while also respecting the privacy and reputations of all individuals and applicable law.

7.1 Should a youth disclose abuse or neglect, or if abuse is suspected the focus of any conversation should be to obtain only minimal facts. These guidelines should be followed:

- Listen, let the youth speak (you might get all you need).
- Let the youth guide the conversation. Do not supply words, body parts, or acts for the youth, or ask questions that assume details.
- Ask open-ended questions: What happened, who did this, where did it happen?
- Keep questions simple (follow-up questions are usually not needed).
- Recognize this may be difficult for the youth, and they might not be ready to tell you everything.
- You do not need details just the basic facts.
- It is not your job to investigate.

7.2 If there is a concern or allegation that a parent or guardian is abusing or neglecting a youth, in consultation with civil authorities, URJ leadership will communicate with the non-offending caregiver. Staff and volunteers are to refer any questions to URJ leadership. In the case that the offending caregiver is an employee or volunteer involved in an allegation with their own child, URJ leadership will defer to civil authorities when contact may be made with the employee or volunteer regarding the allegations.

7.3 Any media requests will be handled by URJ leadership. The leadership will also be responsible for liaising with Executive leadership and other staff members as necessary.

7.4 URJ shall communicate the key components of URJ Youth Protection Policies and Procedures to camp and programs' families, all staff, and volunteers.

7.5 URJ Youth Protection Policies and Procedures will be readily available publicly through the URJ website.

8.0 INVESTIGATION BY URJ LEADERSHIP OR DESIGNEE

Upon receiving a report of abuse, neglect, or misconduct with a youth suspected to have been committed by URJ personnel, the URJ leadership or designee will assist in investigating and providing both immediate and on-going care and assistance to victim(s), their families, and members of the affected community. Investigations take place and care is extended whether the abuse, neglect, or misconduct with a youth was recent or occurred in the past. **Because URJ cooperates with civil authorities, a URJ investigation of an allegation of suspected abuse or neglect by URJ personnel might be delayed pending investigation by the civil authorities.** The report to and investigation by civil authorities will occur before any internal investigation.

When URJ investigates an allegation of suspected abuse by URJ personnel, the following guidelines apply. These guidelines may be modified as appropriate for the particular circumstances. They may also be used, with appropriate modifications, for allegations of suspected neglect or misconduct with youth or in instances when the accused is not URJ personnel but is associated with URJ, such as an independent contractor.

- 8.1 URJ leadership and/or designee will be assisted by appropriate personnel in investigating and responding to allegations of abuse. Appropriate personnel will speak with the person(s) making the report and others who may have relevant information in order to obtain as clear and detailed information as possible.
- 8.2 After receiving the initial report, URJ leadership will determine the specific steps needed to proceed, guided by the following values:
 - The safety and protection of youth.
 - A fair and honest search for the truth.
 - The need to provide appropriate outreach to victims.
 - The need to be in compliance with civil law.
 - The right of all persons to be treated fairly.
 - The need to investigate and take appropriate action in all cases of alleged abuse or misconduct with a youth.
- 8.3 Victims of abuse, neglect, or misconduct with a youth by URJ personnel are offered appropriate support.
 - URJ will explain, as fully as possible, the process that is being undertaken.

- URJ will advise the person of the reporting requirements under state or provincial law. The person will be informed of his/her right to also report to the civil authorities.

8.4 URJ will cooperate with any investigation being conducted by civil authorities.

9.0 APPROPRIATE ACTION TAKEN AS A RESULT OF THE INVESTIGATION

- 9.1 As a result of an investigation of abuse, neglect, or misconduct with youth, URJ will undertake appropriate outreach, personnel action, and communications with affected communities consistent with URJ Youth Protection Policies and Procedures.
- 9.2 Pending the outcome of an investigation, any URJ personnel accused of abuse of neglect will be placed on an administrative leave pending the results of the investigation.
- 9.3 Appropriate personnel action may include any action up to and including termination of URJ personnel.
- 9.4 In those instances when there is a credible allegation of sexual abuse by URJ personnel, the alleged offender will be permanently relieved of all employment or volunteer service.

10.0 COMPLIANCE WITH URJ YOUTH PROTECTION POLICIES AND PROCEDURES

It is the expectation of URJ that all URJ personnel comply with URJ Youth Protection Policies and Procedures and contribute to a safe and healthy environment for those served by the URJ.

- 10.1 URJ leadership and/or designee and senior staff is responsible for ensuring that all URJ personnel are in compliance with the requirements of URJ Youth Protection Policies and Procedures and that all required documentation is maintained.
- 10.2 URJ designated staff maintains compliance records for URJ so only those who are compliant may be employed or serve as a volunteer. URJ personnel must maintain appropriate confidentiality regarding sensitive information and make sound judgments regarding an individual's eligibility for employment or volunteer service in accordance with these policies.
- 10.3 Failure to follow and document all requirements of URJ Youth Protection Policies and Procedures may result in disciplinary action, up to and including termination.
- 10.3 URJ leadership and designated staff will provide training to appropriate URJ personnel on URJ Youth Policies and Procedures.
- 10.4 Questions regarding the interpretation or application of URJ Youth Protection Policies and Procedures are encouraged and should be directed to URJ leadership.

Appendix E

**URJ CAMPS AND ISRAEL PROGRAMS
CODE OF CONDUCT**

URJ CAMPS GENERAL POLICIES

1. If the Staff Member remains for the entire camp season, they shall be paid travel allowance pursuant to the URJ Travel Policy. The policy is as follows: travel reimbursement policy applicable to all URJ Camps, for travel within North America only. If a staff member comes to camp from within a radius of 300 miles there will be no reimbursement for travel. Any North American staff member who travels to camp from more than 300 miles by some means other than a car will be reimbursed by the URJ up to a maximum of \$ 350.00. This is based on the least expensive manner and receipts must be provided. If a staff member drives their car more than 300 miles to get to camp, they may be reimbursed for gas and tolls, not mileage (receipts must be provided).

To be eligible for travel reimbursement a staff member must complete at least 60 days of employment. If a staff member chooses to leave or is terminated after the eligibility period is completed and prior to the completion of the employment "Offer", 50% of the travel reimbursement will be forfeited. If a staff member leaves or is terminated before the camp session ends, the staff member hereby authorizes the URJ Camp to recoup 50% of this travel reimbursement from the compensation otherwise due to the staff member at the time of departure.

Initials: _____

2. The Staff Member understands and accepts that work with children in a summer camp environment requires a high standard of care. Staff members employed by and acting on behalf of a URJ camp and/or Youth program can inspire and motivate those with whom they interact, or can create great harm if inappropriate. We expect, at all times, that staff members be aware of the responsibilities that accompany our work. The Staff Member shall comply with all the rules and policies established by the URJ Camp Institute or the Camp Director whether now in effect, or hereafter adopted. These include the following from the URJ Staff Policy Guide*:

Discrimination, Harassment and Offensive Conduct : All decisions affecting employment, promotion, compensation, assignment and other aspects of the URJ's work environment shall be made on the basis of qualifications, performance, and other pertinent work-related factors and without discrimination against any person on the basis of race, color, creed, sex, age, religion (except where it constitutes a bona fide occupational qualification), national origin, disability, marital or veteran status, sexual orientation, or any legally protected status.

The URJ shall not tolerate any harassment of or other offensive conduct toward any individual based upon race, color, creed, sex, age, religion, national origin, disability, marital or veteran status, sexual orientation, or any legally protected status. Discriminatory harassment and other offensive conduct includes any conduct, whether verbal, visual, or physical, which creates an abusive and hostile work environment and which has the purpose or effect of interfering with an individual's work performance or development. This policy applies to all employees and to all volunteers working on behalf of the URJ.

Smoking Policy: Smoking, including e-cigarettes (including but not limited to, e-cigs, vapes, e-hookahs, vape pens, Juuls and electronic nicotine delivery systems (ENDS)), is prohibited throughout all the URJ workplaces. There are no exceptions, and this includes all camp property and property where camp operates.

Drug-Free Workplace Policy: URJ intends to help provide a safe and drug-free work environment for our participants and our staff. With this goal in mind, the URJ Youth Programs maintain the following policy.

URJ Youth Programs explicitly prohibits:

- The use, possession, solicitation for, or sale of legal or other illegal drugs, alcohol, or prescription medication without a prescription while on site, on duty or on call.
- The use, possession, solicitation for, or sale of legal or illegal drugs or alcohol away from the premises while participating in any URJ Youth Programs.
- While the use of marijuana in various forms is legal in parts of North America, it is explicitly prohibited by the URJ on any of its properties or during any of its offsite programming.

The implementation of this policy will, of course, be consistent with the Americans with Disabilities Act and other applicable laws. Employees in violation of this policy are subject to immediate termination for gross misconduct.

Appropriate contact with Children and Staff:

Staff members should be aware of their own and other persons' vulnerability, especially when working with participants and other staff, and be particularly aware that they are responsible for maintaining physical, emotional, and sexual boundaries in such interactions. Staff members must avoid any covert or overt sexual behaviors with those for whom they have responsibility. This includes seductive speech or gestures as well as physical contact that exploits, abuses, or harasses.

Staff members must use appropriate discretion before touching another person, especially children and youth, and be aware of how physical touch will be perceived or received, and whether it would be an appropriate expression of greeting, care, concern, or celebration.

While discouraged, romantic/sexual relationships between a staff member and another staff member that person supervises is permitted if disclosed.

Staff members who use any form of online communications, including social media and text messaging to communicate with minors after camp may only do so for activities related to camp and with explicit permission of a child's parent/guardian.

While state laws vary, in general, as a camp professional serving *in loco parentis*, staff must notify designated Camp Leadership if any child abuse is suspected, and Camp Leadership will notify the proper state authorities as required by law once a child abuse suspicions is revealed. Staff should not attempt to "handle it" yourself. Connect with designated Camp Leadership immediately.

* The complete document is available upon request

Initials: _____

3. Days off and other time off shall be at the discretion of the Camp Director in accordance with the programmatic needs of the Camp.

Initials: _____

4. Staff Member shall not drive Camp vehicles, including watercraft, without training and permission and shall never transport campers in personal vehicles without written permission from the Camp Director.

Initials: _____

5. The Staff Member shall establish their good health to the satisfaction of the Camp Director by forwarding a completed Official Camp Medical Report, signed by a doctor, to the Camp at least thirty (30) days prior to the commencement of the Orientation Program. Our medical and vaccination protocols require that **all staff members be adequately immunized** against all preventable childhood diseases as recommended by the American Academy of Pediatrics and the Advisory Committee on Immunization Practices (**see Camp Medical Form for full policy statement**). Should the Camp Director, at the Director's sole discretion, determine that the Staff Member is not in good health or that the Official Camp Medical Report is incomplete, the Camp Director may terminate this Agreement by sending a written termination notice.

Initials: _____

6. If the Staff Member requires hospitalization, medical or dental care, the cost of such medical care expenses not covered by the URJ Camp Institute's Workers' Compensation insurance, shall be the exclusive responsibility of the Staff Member. The Staff member hereby affirms that the Staff Member has valid health insurance coverage in effect at this time and will immediately notify the Camp Director should it lapse.

Initials: _____

7. The Staff Member and their parents and guardians jointly and separately release and discharge the URJ, the URJ Camp Institute, and their employees and agents, and agree not to make any claim or demand against them for any losses or damages to the Staff Member's property or for personal injury to their person which may result from their employment or during their employment.

Initials: _____

8. The Staff Member's employment at Camp may be terminated for such reason as the Camp Director, in the Director's sole discretion, may deem necessary, including but not limited to:

A. The termination of the camp season before the scheduled closing date, retrenchment because of a decrease in anticipated camper population, or general health conditions.

B. The Staff Member's inappropriate or disruptive behavior, violations of the URJ Staff Policy Guide or any behavior inconsistent with the Staff Member's role as a positive and appropriate role model in a Jewish Camp.

C. The falsification or willful misstatement of any material information in the application for a staff position.

Should the Staff Member's employment at Camp be terminated for any reason prior to the end of the Season, the Staff Member shall be paid a pro rata portion of the compensation due under this Agreement based upon the period actually worked and shall leave the Camp premises as directed by the Camp Director. If the Camp is required to incur any additional travel costs because of the Staff Member's departure from Camp prior to the end of the Season for any reason, the Staff Member will be responsible for reimbursing the Camp for this additional expense.

Initials: _____

9. The Staff Member recognizes that their actions can positively and negatively impact the Camp, and agrees to be bound by the general camp rules as well as those governing online communications both during the period of employment and after they cease to be employed by the Camp, as outlined [URJ CAMPS INTERNET POLICY](#).

Initials: _____

10. The Camp Director may designate other staff such as but not limited to, Associate Director, Site Director, Assistant Director, Faculty or Unit Heads to fulfill any of the terms or responsibilities set forth herein.

Initials: _____

11. Staff member authorizes the use of their contact information and public online/social media profiles for the purpose of marketing current and new programs to the staff member until such time that they choose to unsubscribe.

Initials: _____

URJ CAMPS INTERNET STATEMENT

I acknowledge that as an employee I am a representative of URJ Camp OSRUI and that campers, parents, and other staff members may associate me and my actions with the Camp. I recognize that my actions can positively and negatively impact on the Camp, thus I hereby agree to be bound by the general camp rules as well as those governing online communications both during the period of my employment and after I cease to be employed by the Camp.

I will not send, share or post e-mail, blogs, images, or Internet content that are cruel, demeaning, disrespectful or intentionally hurtful to a member of the camp community or that present the Camp or its programs in a negative manner. I will not download, share, send or post material of a sexual nature, or which includes nudity, violence, drug or alcohol use, illegal actions, or any activity which is against the camp rules. I will respect the boundary between campers and staff members particularly when it comes to my online communications.

I agree that such actions are not in line with the values of the camp, or the teachings of Reform Judaism which value compassion, empathy, and tolerance. I agree that the harm caused by such actions may have a negative impact on my reputation and may injure the self-esteem of members of the camp community.

Initials: _____

URJ CAMPS POLICY ON DRUGS, ALCOHOL, AND ILLEGAL SUBSTANCES

The core mission of URJ camping is to provide a safe environment in which young people come together in a sacred community to build Jewish identity and pride. Our staff members come to camp because they truly believe in and identify with this mission, and because they want to ensure that campers can have a wonderful summer experience in an environment filled with positive Jewish values. Staff members play a critical role in ensuring the success of a URJ camp experience.

In this light, The URJ takes our 'Drugs, Alcohol, and Illegal Substances Policy' very seriously. The core value of camp life is that we function and live as a community. As a community of campers, staff, parents, alumni and professionals, we all rely on one another. As a community, we are all responsible for the reputation of camp and its ability to continue to provide life changing experiences for its campers.

As a staff member, your personal attitudes and actions matter and make a difference. As a member of our community, you play a pivotal role in making certain that the camp environment is safe for our campers and your fellow staff. While creating a safe environment is very, very important to us, know that camp is not an appropriate place to participate in illegal or illicit activities.

Please consider and acknowledge by initialing and affirming your signature at the end of this document that you understand that your actions carry with them the following repercussions for yourself, your friends, the entire staff, campers, parents, alumni and the Union for Reform Judaism.

Given the incredible importance of our camp's mission and their role in ensuring the vitality of its implementation, staff members should never contribute to damaging the faith and confidence in camp's ability to care for children.

By signing this document, you affirm that that you understand that a violation of the URJ Camps Policy on Drugs & Alcohol may include, at the discretion of the Camp Director, one, some or all of the following consequences:

- Termination of employment
- Notification sent to staff member's parents
- Notification sent to staff member's congregation
- Significant reduction or pro-rating of salary

Additional consequences may include:

- Notification sent to URJ Human Resources Department
- Notification sent to staff member's references
- Notification sent to staff member's graduate program
- Ineligibility for future employment references from the Camp and/or the URJ
- Ineligibility for future employment by the Camp and/or the URJ
- Notifying law enforcement, if applicable
- Carrying with you the knowledge that you, through your actions, have let down children that idolize you, hurt fellow staff members, and violated the mission of the camp that you love.

By initialing and signing this document, you agree to abide by the URJ Camps Policy on Drugs & Alcohol, which prohibits the possession and/or use of alcohol and illegal substances while on camp property and therefore on duty. (The only exception is alcohol that is used for sacramental purposes at the direction of the Camp Director.) You also agree not to return to camp under the influence of any substances, legal or illegal.

Some staff members may feel as though camper health and safety is not compromised by the use of alcohol and other drugs while on camp grounds and/or on duty. The URJ position is that it does compromise camper and staff health and safety in significant ways. We require all staff members employed by us to adhere to our position while employed by us, and on our time and property, and to behave accordingly.

If the Camp Director has concern or suspicion that illegal substance abuse may be occurring, they reserve the right to request that an employee take a drug test.

Initials: _____

After initialing and signing this document, know that being found in violation of any of the policies, an employee shall be subject to penalties ranging from a formal written warning notice up to, and including, discharge.

Signature: _____ **Date:** _____

Appendix F

Youth Program Incident Report Form

This form should be used by any URJ staff member who has information relating to an incident, illness, injury, or event, that requires notification, as described in the guiding principles below.

Guiding principles of when to report:

- When a camper or staff member is sent home
- Anytime you call 911
- When you submit a CPS report
- Significant illness (disease outbreak, COVID)
- Significant injury (falls, burns, sprains, breaks)
- Workers comp claims
- Self-destructive or unmanageable actions or behavior
- Threats or Acts of violence, harassment or abuse against oneself, another, or the community
- Drug or alcohol abuse, possession, or distribution
- Significant violations of program codes of conduct
- Potential risk of legal action against the URJ or others
- Significant event that that could or does expose the URJ to public criticism

Name of staff member completing form *

First

Last

Email of staff member completing form *

Phone of staff member completing form *

Program/Camp Name *

Session/Event Name *

Select a Choice *

One time Incident

Multiple incidents over time

Date of Incident *

 / /

MM

DD

YYYY

Time of Incident *

 : : AM

HH

MM

SS

AM/PM

Location of Incident(s) *

Name(s) & role(s) of all those involved *

Incident Category(ies): *

- Camper/Participant
- Staff
- Clergy
- Visitor
- Injury
- Behavior Misconduct
- Drugs/alcohol
- Facility Issue
- Weather
- Wildlife
- Other

Describe Incident(s) & Potential Implications *

Name(s) & role(s) of those who managed and/or witnessed Incident(s) *

For multiple incidents over time please list out actions that have been taken accordingly over time with appropriate time line below.

Describe Response, Reaction, and Outcomes of Incident(s) *

Who was initially contacted on the URJ Leadership team about this incident? *

- Ruben Arquilevich
- Rachael Brill
- Loui Dobin
- Michelle Shapiro-Abraham
- Lynne Butner
- Michael Namath
- Missy Johnson
- Other
- No One

What outside parties were contacted? (Check all that Apply) *

- No one was contacted
- Parents
- Congregation (Clergy or other staff)
- Local Authorities (Child Protective Services, Local Police, etc...)
- Sobel
- URJ Legal Counsel
- URJ Senior Leadership
- Other

Case Number(s):

What information if any was shared with outside parties?

Witness(es), contact info & role(s) of Incident(s)

Involved Party/Witness Statement Attachment(s)

No file chosen

Appendix G

Ethics Code of the Union for Reform Judaism

Written April 13, 2017 by the Ethical Policies and Procedures Task Force of the Union for Reform Judaism, with portions adapted directly from the CCAR, ACC, and URJ employee ethics codes.

*Adopted by the URJ North American Board of Trustees: 6/11/2017
Revised: 1/22/2018, 5/20/2018, 2/10/22*

If you have questions about the Ethics Code or reporting an ethics complaint, please contact the URJ Ethics Chair at ECChair@urj.org.

Introduction

At the Union for Reform Judaism (URJ), we hold ourselves to the highest standards of personal and professional integrity, moral conscience, and social responsibility. The first section of this document gives voice to those standards. The second section describes the structures and processes necessary to implement and enforce the Ethics Code with respect to volunteers and embed it into the culture of the URJ.

The Ethics Code concerns volunteers, as well as interactions between volunteers and employees. Employer/employee situations are governed by the URJ's Employee Handbook as are disciplinary, supervisory and other matters.

In our work for the URJ, we pledge ourselves to be scrupulous in our adherence to this Ethics Code and to hold ourselves and our colleagues to the highest standards. At the same time, we feel called to heal brokenness and to seek to balance *midat hadin* (principle of justice) and *midat harachamim* (principle of compassion) in all we do.

What follows is a living document, which regularly will be updated and revised in the light of experience, to guide our conduct in serving the URJ.

I. ETHICAL STANDARDS

A. Personal Responsibility

We are obligated to conduct ourselves at all times according to the highest standards of moral behavior. This includes modeling Jewish values in our family, social and financial affairs. Whether in our work or personal lives, we must conduct ourselves with honesty and with respect for others.

1. Family

Our obligations to our families and our work for the URJ will, at times, inevitably conflict. We have an ethical responsibility to seek a balance between these competing demands. We must endeavor to conduct our lives to maintain the integrity of our family relationships while at the same time fulfilling our responsibilities to each other and the URJ by completing the tasks we have undertaken for the URJ.

2. Social

Jewish values dictate our obligation to make moral decisions and act with integrity. We must never engage in exploitative practices at the expense of others. Any relationship that raises doubts as to its ethical propriety, or which a person feels compelled to keep clandestine, must give one serious pause and, at the very least, motivate the individual to seek moral counsel before proceeding.

We expect ourselves and each other to be scrupulous in avoiding even the appearance of sexual misconduct, whether by taking advantage of others or by succumbing to the temptations of willing adults. Similarly, recognizing the harmful consequences of addictive behaviors and substance abuse, we have a responsibility to seek help for any such needs or tendencies.

3. Financial

We must always act beyond reproach in conducting our financial affairs, both in our work and in our personal lives. (See Section I.C below.)

4. Intellectual Honesty & Transparency

It is never acceptable to take credit for work that

is not one's own, and proper recognition should be made to the party whose work product is used. Plagiarism, copyright infringement or similar behavior is unethical and unacceptable. Unless confidentiality dictates otherwise, decisions should be made with transparency, that is, characterized by openness, communication, and accountability. Those making decisions must take responsibility for them.

B. STEWARDSHIP OF RELATIONSHIPS

1. Personal & Professional Relationships

Shared expectations of volunteers and employees working together at the URJ include:

- a. Treating one another as trusted colleagues, supporting one another in our work, and encouraging one another in our ideas.
- b. Conducting relationships in an open and honest way, and treating others with respect, dignity, and fairness in accordance with the Jewish value of *g'milut chasadim*.
- c. Creating an atmosphere that promotes open, courageous, and honest communication.
- d. Being clear about mutual expectations of one another when it comes to workload and addressing differences constructively.
- e. Striking a healthy balance in the facets of our work lives, our volunteer lives, and our personal lives to prevent our responsibilities in any of these domains from being compromised.
- f. Honoring the boundaries that each individual sets in their work and personal lives.

If in working with another person one feels that these expectations are not being met, the first step should usually be to speak directly with that person about the matter. If this approach does not result in a satisfactory resolution of the problem, it should be brought to the attention of the appropriate supervisor, volunteer or professional, as the case may be.

URJ employees who feel that the unethical conduct of another is severe enough to constitute discriminatory harassment may report the matter to Human Resources or another appropriate person in accordance with the Employee Handbook without first speaking with the person engaged in the offending behavior.

2. Family Situations of Others

We have an ethical responsibility to protect others who appear to be victims of abuse or neglect. It is up to each individual to determine whether or not to report such matters. While reporting is typically not mandatory, other than situations involving abuse of a minor, anyone with a professional obligation to report circumstances of abuse or neglect should follow applicable professional guidelines.

3. Conflict of Interest

A conflict of interest occurs when one is in a position to influence decisions or outcomes on behalf of a party and such decisions or outcomes could directly or indirectly accrue personal benefit to oneself or one's family or friends.

A potential conflict of interest can be difficult to discern. We have a responsibility to consult others about any real or potential conflicts and help one another resolve any such conflicts.

Any real or potential conflicts of interest must be proactively and fully disclosed to the appropriate stakeholders. An individual having a real or potential conflict of interest must not engage in the decision-making process or otherwise attempt to influence outcomes with respect to matters as to which there is a conflict unless and until:

- a. There has been full disclosure to the affected stakeholders;
- b. An approved mitigation plan is in place, and;
- c. The consent of the stakeholders to proceed is obtained, which, for matters of significance, should be in writing.

All URJ volunteers and employees must be familiar with and uphold the URJ's Conflict of Interest Resolution and acceptance of gifts policies.

Members of the Oversight Committee are required to submit the annual certification form concerning Conflicts of Interest (attached as Attachment 1 to this document) to the Counsel of the URJ, who shall review all reportable relationships and report to the URJ Board Chair and President.

4. Inclusion / Discrimination

The Reform Movement has long advocated for equality and inclusion. Our Jewish values speak to the idea that each of us, created in God's image, *b'tzelem Elohim*, has a unique talent with which we can contribute to the high moral purpose of *tikkun olam*, the repair of our world. Our obligation in our work for the URJ is to welcome all who desire to actively

engage in the mission and goals of the URJ, and to assure that all who participate feel that their ideas and concerns can be openly stated and responded to with respect. Excluding anyone from our community based on race, age, sex, religion, disability, marital or veteran status, nationality, sexual orientation, or gender identity diminishes us and compromises our ability to fulfill our mission.

Discrimination against others based on any of those factors, or other legally-protected classifications, is prohibited. Discriminatory harassment and other offensive acts include any conduct, whether verbal, visual, or physical, which creates an abusive and hostile work environment, or which has the purpose or effect of interfering with an employee or volunteer's work performance or development.

C. FINANCIAL MATTERS

Congregations, donors, and volunteers support the URJ because they trust its leaders to carry out their responsibilities in accordance with Jewish values, to be excellent stewards of resources, and to uphold rigorous moral and legal standards of conduct around financial matters.

1. Financial Conflicts of Interest

As discussed in Section I.B.3 above, all undisclosed conflicts of interest are prohibited. With respect to financial matters, any behavior that calls into question one's ability to act in the best interest of the URJ without regard to that person's own independent financial or personal benefit, creates a potential conflict of interest that must be disclosed. This disclosure requirement includes, for example, ownership in, investment in, or a compensation arrangement with any entity with which the URJ has or may have a transaction or business relationship.

Accepting a bribe, a refund, a discount, or a payment in exchange for favorable action is prohibited. This obligation includes, for example, refusing bribes or gifts that are rendered to curry favor. In contrast, volunteers are not prohibited from accepting meals, out-of-town hospitality, or similar gifts from each other when motivated by team-building or friendship, provided that such gifts are not (i) excessive in value, (ii) otherwise illegal (iii) intended to seek favorable treatment or (iv) intended to induce or conceal illegal activity, breach of fiduciary duty or financial misconduct.

2. Resources and Records

Resources must not be misappropriated. All URJ assets must be used only

for disclosed, legitimate, and intended purposes of the URJ.

Individuals who prepare, maintain, review or have custody of URJ records and reports should ensure that such documents are accurate and complete; that they clearly reflect the assets and transactions of the URJ; that they are safeguarded from loss or destruction; and that they are maintained in confidence.

Financial matters should be conducted, and records maintained in compliance with national, state, provincial and local laws, rules and regulations.

D. BULLYING & SEXUAL BOUNDARIES

We are responsible for ensuring that personal and sexual boundaries are respected in our relationships with others. Bullying and sexual misconduct are both inconsistent with respecting the dignity of human beings. URJ volunteers are obligated to refrain from all such behaviors when interacting with other URJ employees, volunteers or program participants in URJ-related activities.

1. Bullying

Bullying is unwanted, hostile behavior, either as a single act or repeated over time, with the intent to degrade, humiliate or oppress another person. It can include: verbal behavior such as making threats, inappropriate sexual comments, and taunting; social misbehavior like spreading rumors and purposeful exclusion; physical behavior that involves hurting a person's body or possessions; or cyberbullying such as persistent unwanted texts or phone calls or posting private and personal information to social media. At the same time, honest criticism of one's work and activities by a supervisor or colleague even if, sometimes, harsh is not bullying under this Ethics Code. Bullying often involves a real or perceived power imbalance such as using physical strength, access to embarrassing information, a position in an organization, or popularity in order to control or harm others.

2. Sexual Harassment or Misconduct

Sexual harassment includes, for example, unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal, physical, or visual conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's standing as a volunteer or employee.

- Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting the individual or decisions concerning volunteer assignments, whether or not such decisions have direct economic consequences.
- Such conduct has the purpose or effect, intentionally or unintentionally, of unreasonably interfering with an individual's work or volunteer performance or creating an intimidating, hostile, or offensive working environment.

The following categories of behavior are, by definition, unethical and never acceptable:

1. Child sexual abuse, including any sexual activity, involvement or attempt of sexual contact by an adult, as defined by applicable law, with a person who is under the applicable legal age of consent.
2. Sexual activity with a person who is legally incompetent or otherwise unable to give consent.
3. Physical assaults or violence of a sexual nature, such as rape, sexual battery, or abuse, or any attempt to commit such acts.

E. CONFIDENTIALITY & PRIVACY

Confidentiality involves the preservation of privileged information, especially as it pertains to personal or private information about an individual - including employees, volunteers, and donors - the URJ, a synagogue or other sacred community.

Personal and financial information is confidential and should not be discussed publicly or disclosed to unauthorized individuals. Care should be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in areas accessible by unauthorized persons or inadvertently shared.

On occasion, it may be appropriate and essential to break confidentiality so as to avoid physical or emotional harm to individuals at risk, particularly minors, or to report illegal behavior, such as fraud. All such situations and decisions rest with the URJ Board Chair and President, who may discuss

such matters with the Counsel and consult other members of the URJ's senior leadership and outside professionals before deciding whether disclosure of the situation is necessary.

F. INTERNAL & EXTERNAL COMMUNICATION

URJ volunteers should demonstrate professionalism and good judgment when using any communication technology. Care must be taken to protect confidentiality when required. This is especially the case when using social media, including blogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others.

1. Social Media

The URJ encourages its volunteers to make positive use of the internet and welcomes the dissemination of ideas that this mode of communication makes possible. Sharing URJ-created content in a positive way advances our mission. But we must avoid posting impulsively or without verifying information from third parties before posting it. In addition, URJ volunteers must remain aware that what they post on social media may have an impact on the URJ's reputation and must recognize the difference between a professional and a personal presence on social media. Social media use should not interfere with one's URJ responsibilities.

2. Email

In addition to following the above guidance concerning social media, all email communications must be handled carefully to avoid unauthorized or inadvertent disclosures of confidential information, for example, by leaving confidential information on computer screens.

Viewing or sending pornographic jokes or stories on URJ communications systems is forbidden.

3. Intellectual Property

Volunteers should recognize, respect and protect the intellectual property rights of the URJ and others. This obligation includes obeying copyright laws governing how published materials are used and distributed.

II. IMPLEMENTATION STRUCTURES AND PROCESSES

Effective implementation of the Ethics Code involves four related but distinct functions, all of which are within the province of a new URJ Ethics

Council (EC), actively coordinating where appropriate with similar bodies established by the URJ's partners and affiliates:

1. Receiving, investigating, and adjudicating complaints concerning alleged violations of the Ethics Code brought against or by volunteers of the URJ. In the event that a volunteer complaint involves a URJ employee, the complaint will be referred to the URJ HR Director.
2. Gathering data concerning the Code's implementation and actual experience with it.
3. Periodically recommending revisions and additions to the Ethics Code reflecting the lessons derived from that experience.
4. Providing training and ongoing education for volunteers, employees and stakeholders affected by the Ethics Code.

A. ADJUDICATING ETHICAL VIOLATIONS

All URJ management, staff, North American Board (NAB) members, congregational presidents, and affiliate organization leadership will be informed of URJ ethics procedures and be instructed on how to handle inquiries about complaints and reporting obligations.

Persons receiving a complaint should respond compassionately but should not make judgments as to the existence or not of ethical misconduct. They should inform the complainant about the procedure for making a complaint and may offer assistance in reporting the matter to the appropriate entity, if needed.

1. Role and Structure of the Ethics Council

The URJ EC is composed of a Chair and 4-6 URJ volunteers (a majority of whom must be NAB members) chosen by the URJ Board Chair. In addition, the URJ Board Chair and the URJ Counsel, Associate Counsel and URJ HR Director serve as ex-officio members of the EC. The EC is responsible for carrying out the four functions described above - investigating/adjudicating; data collection; recommending revisions to the Ethics Code; and providing training and education. The EC may execute some of these responsibilities through subcommittees or task forces that include individuals, appointed by the URJ Board Chair, who are not members of the EC.

All EC business may be conducted either in-person or by using remote meeting technology, or a combination thereof.

2. Ethics Review Board

For purposes of reviewing EC decisions recommending the sanction of suspension for a stated period or removal from a URJ volunteer position, the URJ Board Officers shall be constituted as the Ethics Review Board (ERB). In addition, the URJ Board Chair may name up to two additional NAB members to serve on the ERB.

3. Filing a Complaint and Self-Reporting

Parties to the complaint include:

- **Complainant:** the person filing the claim who may or may not be the person directly affected by the asserted unethical behavior.
- **Affected person:** person or persons who have been adversely affected by the asserted unethical behavior. In certain cases, such as alleged financial misconduct, the URJ or another entity, rather than an individual, may be the affected person.
- **Respondent:** the person who is the subject of the complaint.

The URJ has an open-door policy for internal reporting. A complaint may be filed by anyone having reason to believe that ethical misconduct has occurred, whether or not the complainant is the person affected by the conduct complained about.

For the EC to begin the investigative process, a complaint must be submitted to the EC Chair (ECChair@urj.org), and must include the names of all persons involved, as well as specific details of the alleged misconduct. Complaints may be filed anonymously, but the EC will not open an investigation with respect to claims that lack sufficient specificity or verifiable information.

If the complainant has contacted the EC Chair, a member of the EC, or a URJ officer, but is not willing to initiate a written complaint or wishes to withhold relevant facts, the EC Chair may, with the consent of two EC members, independently initiate an investigation of the matter reported by preparing written documentation of the complaint signed by the EC Chair.

Volunteers who, upon reflection, believe that they have engaged in unethical conduct are permitted and encouraged to report that fact, in confidence, to the EC Chair. The self-reporting of unethical conduct will not preclude the EC Chair, with the consent of two EC members, from initiating an investigation, and making an adjudication, as warranted under the Ethics Code.

There is no fixed limitation period barring the filing of a complaint with the URJ or preventing the EC from investigating alleged ethical misconduct. However, the lapse of time since the alleged misconduct and the respondent's conduct during the intervening period shall be among the factors considered in deciding whether to adjudicate the matter and in deciding upon the sanctions to be imposed if the investigation proceeds and unethical conduct is found to have occurred.

The URJ will comply with all applicable legal obligations regarding matters covered by this Ethics Code. In addition, the URJ is committed to promptly investigating any reported ethical misconduct and requires all volunteers and employees to assist in such investigations. If a volunteer or employee believes that the URJ is not responding within a reasonable period of time, the volunteer or employee may bring the concerns to the attention of the URJ Counsel. In addition, the URJ has an obligation to report any suspected criminal activity to the proper authorities.

4. Confidentiality of Investigations

a. Reports of ethical misconduct, complaints and investigations of complaints will be treated as strictly confidential. No member of the EC or other person investigating a complaint shall disclose the existence of the complaint or the facts and circumstances relating to such matters until there has been a final adjudication, except as necessary to conduct a fair, adequate and timely investigation, or to prevent imminent and substantial harm to affected persons, the URJ or the community.

b. No member of the EC or other person involved in conducting the investigation shall disseminate any information regarding a pending complaint to any source outside of the investigation, including the media, except in circumstances where notification is authorized by this document, or where disclosure is required by valid legal process, such as subpoena, and the Counsel has been consulted and afforded sufficient time to make a formal objection as warranted.

c. Nothing in this principle of confidentiality precludes the URJ Board Chair or the President from complying with legal requirements for reporting to

appropriate authorities matters that are the subject of a complaint, as such legal requirements supersede the confidentiality provisions of this policy.

d. To prevent damage to the URJ or its reputation, the Chair of the Special Nominating Committee and Chair of the Nominating Committee will confer with the EC Chair to ascertain that candidates for the URJ NAB or an officer position (a) are not the current subject of an ethics complaint or investigation, and (b) have not been sanctioned for a violation of the Ethics Code in the past.

5. Initial Notification Concerning the Complaint

a. **Response to complainant:** The EC Chair shall promptly respond in writing to the complainant, acknowledging receipt of the complaint. Either in the same communication or as soon as appropriate, the EC Chair will outline the process of investigation.

b. **Internal notification:** The EC Chair shall promptly inform the URJ Board Chair and President when a complaint is filed against a volunteer. If a complaint is filed against an employee, the EC Chair will refer the matter to the URJ Director of Human Resources.

c. **Notification to affiliates:** If the respondent is a member of a Reform Movement professional or other affiliate organization, depending on the nature of the complaint and degree to which there is confirmation, the EC Chair, URJ Board Chair and President will coordinate with the other organization and, if necessary, determine which organization should continue with the investigation and adjudicatory process.

d. **Notice to persons in risk of harm:** In cases in which imminent and substantial harm to the affected person, other individuals, the URJ or the community is likely to occur prior to a final adjudication and when the allegations of the complaint are sufficiently substantiated, the EC Chair, with the consent of two EC members, may give notice of such a preliminary assessment to the URJ Board Chair and President, who may take such action as they deem appropriate, such as informing others of the complaint or suspending the respondent's participation in URJ activities pending a final EC determination.

6. Reporter Protection

There may be times when a volunteer or employee learns of a situation that appears to constitute unethical conduct under the Ethics Code. The policy of the URJ is to encourage individuals to call to its attention instances of ethical misconduct by any of its employees or volunteers and, to that end,

to protect from threats or retaliation any person who, in good faith, reports actual or perceived infractions of the Ethics Code.

Harassment or adverse actions affecting the employment or participation in URJ programs of any person who makes a good-faith report of unethical conduct under the Ethics Code is itself unethical conduct and, in the case of an employee, may result in discipline in accordance with the URJ Employee Handbook.

7. Investigation / Fact Gathering

a. For the purpose of investigating complaints, the URJ will hire an Independent Investigator with expertise in conducting ethics investigations.

b. After a complaint is received, the EC Chair will convene the EC to review the complaint and determine whether it constitutes a violation of the Ethics Code and therefore merits sending to the Independent Investigator. For this purpose, at least a quorum (51%) of the EC voting members must be present. A vote on whether to send the complaint to the Independent Investigator will be determined by at least 51% of the voting members present.

c. If the EC sends the complaint to the Independent Investigator, the EC Chair will provide the Independent Investigator with a copy of the complaint. If, in the course of their investigation, the Independent Investigator has questions about the context of the complaint, they will seek clarity on any such matters with the EC Chair.

d. In order to determine whether there is a factual basis for the complaint, the Independent Investigator will meet with complainant and other parties as necessary (including legal counsel and witnesses). At the appropriate time and as circumstances dictate, the Independent Investigator may meet with the respondent and, in ~~its~~ their discretion, may give the respondent advance notice of the complaint and the provision(s) of the Ethics Code at issue. In determining when notice should be given to the respondent, the Independent Investigator should consider whether there is a likelihood of adverse consequence to the complainant or affected person, continuing misappropriation of funds, or interference with the investigation.

e. Any person meeting with the Independent Investigator may be accompanied by up to two other persons.

f. The complainant and respondent may file written documentation with the Independent Investigator to aid the investigation.

g. The Independent Investigator will maintain documentation and records of all meetings and materials, and log all communications such as telephone calls and emails, and will provide these records to the EC along with a copy of their report.

h. Once initiated, the investigation and the adjudicatory process will proceed to resolution, irrespective of the respondent resigning from their position. A respondent who resigns from the URJ prior to, during, or after the adjudicatory process will be removed from their volunteer position and will be subject to the terms governing the sanction of removal noted below.

i. The parties may agree to resolve the complaint without further action by the EC, provided that the EC is satisfied that the resolution is fair, ethical and not coerced.

j. If the EC determines that no unethical conduct occurred, the case will be closed, and no further proceedings are necessary.

k. If the complaint and response establish the occurrence of unethical conduct under the Ethics Code and no further investigation is required (for example, the respondent admits the allegations are true), the EC may proceed with adjudication.

l. The EC Chair will give prompt notice of a voluntary resolution or determination of no misconduct to any person previously notified of the filing of the complaint.

8. Post-Fact Gathering Procedure

a. The Independent Investigator will issue a written report based on their findings to the EC as soon as possible. It will include a recommendation as to whether the complaint should proceed to adjudication.

b. The EC Chair will convene the EC to review the report and decide whether to proceed to adjudication. The EC may suggest changes or request additional information from the Independent Investigator before rendering a decision and distributing it to the parties involved.

c. For the purpose of deciding to adjudicate, at least a quorum (51%) of the EC voting members must be present. The vote on the matter of adjudicating the complaint will then be determined by at least 51% of the voting members present. Any member of the EC who is not impartial will recuse themselves from the case.

B. DECISION OF THE EC AND SANCTIONS

The decision of the EC shall be in writing and clearly set forth the rationale upon which it is based including the applicable section(s) of the Ethics Code. The standard for decisions is preponderance of the evidence, i.e., more probably true than not. In each case the EC shall keep a record of all aspects of the case including correspondence, interview notes, statements and the like. The decision should also include the date of the vote, the vote count, and the members of the EC who participated in the vote. All decisions must be made with at least a quorum of the EC present and voting.

The following describes the possible outcomes of the adjudicatory process and the provisions for reinstatement after a suspension or removal.

1. Dismissal of the Complaint

a. A decision dismissing the complaint is final and not reviewable unless the affected person(s) or complainant, within five (5) business days of the decision, petitions the EC for a rehearing to challenge the findings or recommendations. The requesting party must provide a rationale for such a rehearing by, for example, citing significant evidence that was overlooked. The EC has the discretionary authority to grant or deny the petition.

b. If the complaint is dismissed the respondent may request that the dismissal be made public. Absent such a request, the proceeding and its outcome will remain confidential.

2. Sanctions if a Violation is Found

Depending on the severity of the violation and other attendant circumstances, the EC may reprimand, censure or recommend to the ERB suspension or removal of a respondent from the respondent's volunteer position within the URJ and/or from participation in URJ-sponsored activities.

a. Reprimand

i. Reprimand is a form of admonishment communicated to the respondent regarding the respondent's minor infraction of the Ethics Code.

ii. Reprimand requires the affirmative vote of at least two-thirds (2/3) of those EC members present and voting.

iv. A decision imposing reprimand is final and not reviewable unless any of the parties, within five (5) business days of the decision, petitions the EC

for a rehearing to challenge the findings or recommendations. The requesting party must provide a rationale for such rehearing, for example, by citing significant evidence that was overlooked. The EC has the discretionary authority to grant or deny the petition by majority vote. The EC will communicate the decision to the respondent, the affected person(s) and, where the EC finds it would be appropriate, to the complainant.

v. Notice of reprimand is not published.

vi. Notice of reprimand will be placed in the respondent's file at the URJ.

vii. The EC will inform the URJ Board Chair and President when a volunteer has received a reprimand. A reprimand will be documented and entered into a central URJ database (Central Database), which will be maintained and visible only to the Director of the URJ Human Resources Department, the URJ Board Chair and President. Such notice shall include a reference to the provision(s) of the Ethics Code that has been violated.

viii. Any person making an appointment to a volunteer position or a Nominating Committee Chair is responsible for communicating with the Director of HR as part of the candidate vetting process.

ix. The URJ Board Chair and President may approve or require more extensive notification as they deem necessary in the public interest.

b. Censure

i. Censure is a form of sanction imposed for violations of the Ethics Code more serious than those giving rise to reprimand, but not sufficient to require suspension or removal.

ii. Censure requires the affirmative vote of at least two-thirds (2/3) of those EC members present and voting.

iii. An order of censure shall incorporate such conditions or restrictions, including provisions for monitoring compliance, as the EC may deem appropriate to protect those whom we serve and to prevent recurrence of the violation.

iv. If the respondent fails to fulfill the conditions imposed, the EC may, among other remedies, recommend to the ERB that the respondent be suspended or removed from all URJ functions.

v. A decision of censure is final and not reviewable unless the affected person(s) or complainant, within five (5) business days of the decision, petitions the EC for a rehearing to challenge the findings or recommendations. The requesting party must provide a rationale for such hearing, for example, by citing significant evidence that was overlooked. The EC has the discretionary authority to grant or deny the petition by majority vote.

vi. Notice of censure will be placed in the respondent's file at the URJ.

vii. The EC will inform the URJ Board Chair and President when a volunteer has been censured. A censure will be documented and entered into the Central Database, which will be maintained in visible only to the director of URJ Human Resources Department, the URJ Board Chair and URJ President. Such notice shall include a reference to the provision(s) of the Ethics Code that has been violated.

viii. Any person making an appointment to a volunteer position or a Nominating Committee Chair is responsible for communicating with the Director of HR as part of the candidate vetting process.

ix. The URJ Board Chair and President may approve or require more extensive notification as they deem necessary in the public interest.

c. Suspension or Removal from URJ Position

i. Depending on the severity of the violation and other attendant circumstances, the EC may recommend suspension for a stated time period or removal of the respondent from doing any volunteer work for the URJ and any other Reform Movement institutions.

ii. The sanction of suspension or removal is called for in cases involving the gravest offenses, repeated violations, failure to comply with conditions of censure, or willful failure to cooperate. For example, in cases where:

1. The respondent's conduct causes significant harm to the affected person(s) or institutions involved, and/or
2. The respondent fails to recognize the wrongfulness of what (s)he has done, and to take responsibility for those actions, and/or
3. The respondent has been censured and refuses to fulfill the conditions of censure.

iii. An EC decision recommending suspension or removal requires the affirmative vote of at least two-thirds (2/3) of those EC members present and voting.

iv. The respondent may, within five (5) business days of the decision recommending suspension or removal, (1) petition the EC for rehearing to challenge the findings or recommendations. The respondent must provide a rationale for such rehearing, for example, by citing significant evidence that was overlooked, which the respondent claims would compel dismissal of the complaint or imposition of a lesser sanction; (2) request immediate review by the ERB; or (3) waive the right to a rehearing or review. If the respondent waives the right to a rehearing or review, the EC recommendation is final.

v. Upon conclusion of either rehearing by the EC or request of the respondent for immediate ERB review, the decision and the record will be transmitted to the ERB promptly for its review. The ERB can accept the EC recommendation or, by the affirmative vote of at least 2/3 of its members present and voting, (1) dismiss the charge, (2) modify the sanctions imposed, or (3) direct the EC to permit the respondent to submit additional evidence. If the EC hears new evidence at the request of the ERB, its decision following that hearing will be final and not subject to further review.

vi. Notice of suspension or dismissal will be placed in the respondent's file at the URJ.

vii. The EC will inform the URJ Board Chair and President when a volunteer has been suspended or removed. The finding of suspension or removal will be documented and entered into the Central Database, which will be maintained and visible only to the Director of the URJ Human Resources Department, and the URJ Board Chair and President. Such notice shall include a reference to the provision(s) of the Ethics Code that has been violated.

viii. Any person making an appointment to a volunteer position or a Nominating Committee Chair is responsible for communicating with the Director of HR as part of the candidate vetting process.

ix. The URJ Board Chair and President may approve or require more extensive notification as they deem necessary in the public interest.

d. Reinstatement

i. An individual who has been suspended for a stated time period may apply

to the EC, once the time has passed, for reinstatement based on a showing that the person has met all conditions imposed, for example, having acknowledged and repented for the misconduct, apologized to the victim(s), not resumed the misconduct, and established through the passage of time and the person's behavior that the chance of a recurrence is highly unlikely.

ii. An individual who has been removed may apply to the EC for reinstatement after the passage of at least three years based on the same showing that a suspended individual must make.

iii. The EC shall conduct whatever investigation and gather whatever evidence it deems necessary to decide whether reinstatement is appropriate. The EC decision on the application is made by the affirmative vote of at least 2/3 of its members present and voting and is subject to review by the ERB for a final decision.

iv. Notice of reinstatement will be documented and entered into the Central Database. Upon request, the URJ Board Chair or President may advise the Chair of a Nominating Committee for the URJ or one of its affiliated organizations of the existence of the volunteer's previous reprimand, censure, or suspension and subsequent reinstatement. If the URJ made more extensive notification of such volunteer's reprimand, censure, or suspension, the URJ will make a similar notification of such volunteer's reinstatement.

C. FAILURE TO COOPERATE

All parties are expected to cooperate with the EC throughout the process of investigation and adjudication. Failure to cooperate may be taken into account in deciding whether and how to proceed and determining sanctions, if any.

If the respondent fails to cooperate with the EC due to a concurrent legal process, the EC may wait to adjudicate or impose sanctions until the legal process is completed.

If the respondent resigns from his/her URJ volunteer role during the process of fact gathering but prior to the adjudicatory process, the respondent will be regarded as removed and must apply for reinstatement to serve the URJ in accordance with paragraph II.B.2.d above. Readmission must be conditional upon the resumption of the process of fact gathering and the adjudicatory process.

D. UNFOUNDED ALLEGATIONS

If the fact that a complaint for breach of the Ethics Code was filed has become public and, after fact gathering and decision by the EC, the complaint is considered to be without validity, the EC should remain mindful of the potential damage to the respondent's reputation and position caused by the publication of an invalid complaint. If requested by respondent and deemed necessary by the EC in light of all the circumstances, the EC may take appropriate steps to help restore the respondent's good name and stature.

If the Fact Gathering Team or EC finds that the complaint is mischievous, malicious, or vindictive, the EC shall lend moral and practical support to the respondent's reasonable demands for apology from the complainant and vindication before the URJ.

Last edited February 10, 2022

Appendix H



NFTY's *B'rit K'hilah* — Code of Conduct

ברית קהילה

NFTY is a movement that builds strong, welcoming, inspired communities through teen-powered engagement. This b'rit serves to ensure that we are able to focus on enacting our shared mission. We will promote the creation of a religious youth community based on mutual respect and a sense of personal responsibility. We will treat others with kavod (honor and respect) in order to facilitate the feeling of shalom bayit (peace in the home) and create a sense of NFTY's welcoming community.

Our NFTY community feels incomplete without all our members fully present,

I will attend and participate fully in the entire event, unless otherwise agreed upon with the NFTY Regional staff member

I will arrive on time, stay until the end, and remain on the event premises at all times. To maintain shalom bayit within our living space

I will abide by the event curfew announced by the leadership. At the time of the announced curfew

I will go directly to my cabin, hotel room, or host home and remain there until the next session

As a means of respect and for the well-being of the community and myself,

I agree to exercise proper consent, and I agree to refrain from inappropriate sexual behavior.

I understand that consent is only given when someone gives positive and verbal permission to a sexual activity with another person, and that all people in a sexual situation must feel comfortable saying an explicit "yes" or "no" of their own free will to stop the physical activity at any point.

In order to maintain our *kehilah kedosha*, it is essential that I uphold consent at NFTY events and in my daily life. Consent is a form of respect, and I will continue to show respect for my peers.

As NFTY is a safe and inclusive space for all participants,

I will not participate in any activities before, during or after events that could be deemed as hazing, sexually harassing, demeaning, hurtful, or bullying.

This includes in-person interactions during regional events, interactions over cell phone and email, and actions in online spaces including Facebook groups, twitter, Instagram, and other forms of social media between events.

If I hear of, or see any act of sexual misconduct, whether it be seen in person, over social media, or by ear, I will report it to my regional director or trusted adult.

I also agree not to photograph or make video recordings of anyone without their express permission, and not to take any photographs in inappropriate places, such as restrooms, host homes, and cabins. If I post or distribute any pictures/media, they will represent NFTY, the staff, and other participants in a positive and



wholesome manner. Anything I post will represent the Jewish values the NFTY community teaches and upholds.

In order to ensure the well-being of myself and my peers, I understand that no guests are allowed at any event, unless the adult leadership grants permission in advance, and that any unauthorized guests will be asked to leave immediately.

Because overnight events can cause a lack of sleep and create dangerous driving conditions,

I will not drive to, during, or from events, unless advance permission for a special situation is requested in writing by my parent/guardian and granted in writing by the NFTY Regional staff member. This includes driving to/from my home to meet NFTY's designated transportation.

To promote a healthy and safe NFTY environment,

I will not possess, consume, or distribute alcoholic beverages, other than that served by adult leadership for Jewish sacramental purposes, even if I am of legal drinking age.

I will not smoke, consume, or distribute tobacco products, including e-cigarettes, at any time during the event. I will not possess, use, or distribute any illegal drug or drug paraphernalia, including marijuana regardless of the legality in the hosting state.

I will not commit any illegal act. I understand that vandalism, disturbing the peace, or other inappropriate behavior as determined by the adult leadership in accordance with the youth leadership will not be tolerated. I understand that

I will have to pay for any damage that I cause. I understand that no gambling is allowed, except for fundraisers approved by the adult leadership.

As NFTY is a community that I want to keep safe and free of violence, I will not bring or use any weapons, firearms, or anything that may be construed as a weapon.

As NFTY is a community of teens that respect and appreciate the adult leadership and each other, I agree to abide by any additional rules, pertinent to a specific Event, which may be announced, and to accept the consequences of their violation.

I understand that elements of this brit apply from the time I leave home for the event, during the event itself, and until I return home after the event. Some elements include behaviors and expectations between events.

My signature, and the signature of my parent or guardian, on the attached Health and Safety Form for Union for Reform Judaism Youth Programs, affirms my agreement to the rules and policies of NFTY and this B'rit K'hilah.

Appendix I



Let's end this. Now.

Sexual Violence Prevention Campaign

As I move on to the next stage of my life, I pledge to hold the lessons taught to me during my NFTY experience close to heart, including those about consent and sexual violence prevention, and act accordingly. I know that NFTY values consent, and know that consent involves the eager, clear, and informed agreement of both parties involved.

I believe firmly that consent is important because

Furthermore, I pledge to take these lessons with me to my new environment, including a college campus, and ensure that my peers and I do not engage in any activities without express permission from all parties involved.

I will be a champion for consent, and encourage my peers to participate in exclusively consensual behaviors by

As a Reform Jew, I understand that we are all created *b'tzelem Elohim* (Genesis 1:26-28), in the image of G-d, and know that each of our bodies are sacred. Thus, I will uphold values of mutual consent, discourage any non-consensual sexual action, and will not perform any such actions myself. If I learn of any sexual misconduct, I will report it through the proper channels.

Signed,

Appendix J

URJ CODE OF CONDUCT

Please review the code of conduct

[Code of Conduct for Participation in Union for Reform Judaism Programs
August 2019

1. Overview

Jewish tradition teaches that every person is created b'tzelem Elohim, in the Divine image. In the spirit of this core Jewish value, every individual who participates in events within the Union for Reform Judaism (URJ) community - including participants, presenters, staff, vendors, guests, facilities staff, and all others - will be valued and treated with respect. Every participant, whatever their role, has a right to a safe and inclusive experience, including treatment that is fair, honest, dignified, and nonjudgmental.

The URJ does not tolerate, in any form or at any time, discrimination, harassment, bullying, sexual misconduct, threats, intimidation, menacing, or any other offensive behavior or acts against anyone in our community or participating in our events. This includes but is not limited to actions taken against others based on their race, age, religion, disability, marital status, veteran status, nationality, sexual orientation, gender, gender identity or expression, physical appearance, size, ethnicity, origin, religion, class, or any other identity.

Such actions are inconsistent with respecting the dignity of our fellow human beings. We are responsible for ensuring that personal and sexual boundaries are respected in our relationships with others. Thus, URJ program participants are obligated to refrain from all such behaviors when interacting with other program participants, URJ employees or contractors, or volunteers in URJ-related activities.

Areas of concern include but are not limited to bullying, sexual harassment or misconduct, and being audaciously hospitable.

2. Bullying

Bullying is unwanted, hostile behavior, either as a single act or repeated over time, committed with the intent to degrade, humiliate, or oppress another person. It may include:

- Verbal behavior such as making threats, inappropriate sexual comments, and taunting;
- Misbehavior such as spreading rumors and purposeful exclusion;
- Physical behavior that involves hurting another individual's body or damaging possessions;
- Cyberbullying, such as persistent, unwanted texts, phone calls, or social media messages, or posting private, personal information of others online (known as "doxing")

Bullying typically involves a real or perceived power imbalance such as using popularity, position, physical strength, or access to embarrassing information in order to control or harm others. Thus, it is important to note that while bullying will not be tolerated, respectful disagreement and good-faith critiques of one's work and activities, even if sometimes harsh, are not bullying. Individuals' ability to disagree and/or share ideas and concerns openly and without reprisal must not be compromised and will be respected and protected.

3. Sexual Harassment or Misconduct

Sexual harassment includes, for example, unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal, physical, or visual conduct of a sexual nature when:

- Such conduct has the purpose or effect, intentionally or unintentionally, of unreasonably interfering with an individual's participation, work, or volunteer performance, or otherwise creating an intimidating, hostile, or offensive environment.
- Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's standing as a participant, volunteer, or employee.
- Submission to or rejection of such conduct by an individual is used as a basis for participation in a URJ event, employment decisions, or decisions concerning volunteer assignments, whether or not such decisions have direct economic consequences.

Conduct of this nature diminishes us all and compromises our ability - individually and collectively - to demonstrate our commitment to living lives that reflect our Jewish values.

4. Audacious Hospitality

Participants, staff, and volunteers of URJ programs will likely meet and work with Jews from backgrounds (i.e., races, cultures, genders, socioeconomic, etc.) different from their own. Jews from historically marginalized backgrounds - including Jews of Color, Jews who identify as LGBTQIA+, or Jews with disabilities - are frequently, albeit unintentionally, made to feel "othered" in Jewish spaces when they are asked questions about their background or Jewish identity that serve to further marginalize them and separate them from Jews from dominant backgrounds (white, Ashkenazi, heterosexual, etc.)

As such, all participants, staff, and volunteers in URJ programs are asked to recognize and bear in mind the diversity of the Jewish people and to continually challenge dominant ideas of who "looks Jewish" (for example, not mistaking Jews of Color for building staff or asking if they are "lost" in Jewish spaces). By respecting one another's identities in this way, we help to make Reform Judaism a more inclusive and comfortable space for all.

5. How to Report a Violation

To report a violation of this Code of Conduct against yourself or as a witness of harassment against another individual:

-In person: To the senior URJ staff member onsite or at your online experience. If the complaint concerns that person, reporting should be done by phone or email as below:

By phone: to URJ Vice President People and Culture: Melissa Johnson (212) 650-4024

By email: to URJ Vice President People and Culture: Melissa Johnson (mjohnson@urj.org)

Please note that the behavior of URJ employees is governed by the URJ Employee Handbook; the behavior of contractors by their Independent Contractor Agreement; and the behavior of URJ volunteers is governed by the URJ Ethics Code. Copies of these documents are available upon request.

Appendix K

URJ Event Participant Code of Conduct

Jewish tradition teaches that every person is created b'tzelem Elohim, in the Divine image. In the spirit of this core Jewish value, every individual who participates in events within the Union for Reform Judaism (URJ) community including participants, presenters, staff, vendors, guests, facilities staff, and all others will be valued and treated with respect. Every participant, whatever their role, has a right to a safe and inclusive experience, including treatment that is fair, honest, dignified, and nonjudgmental.

The URJ does not tolerate, in any form or at any time, discrimination, harassment, bullying, sexual misconduct, threats, intimidation, menacing, or any other offensive behavior or acts against anyone in our community or participating in our events. This includes but is not limited to actions taken against others based on their race, age, religion, disability, marital status, veteran status, nationality, sexual orientation, gender, gender identity or expression, physical appearance, size, ethnicity, origin, religion, class, or any other identity.

Such actions are inconsistent with respecting the dignity of our fellow human beings. We are responsible for ensuring that personal and sexual boundaries are respected in our relationships with others. Thus, URJ program participants are obligated to refrain from all such behaviors when interacting with other program participants, URJ employees or contractors, or volunteers in URJ-related activities.

Areas of concern include but are not limited to bullying, sexual harassment or misconduct.

1. Bullying

Bullying is unwanted, hostile behavior, either as a single act or repeated over time, committed with the intent to degrade, humiliate, or oppress another person. It may include:

Verbal behavior such as making threats, inappropriate sexual comments, and taunting;

Misbehavior such as spreading rumors and purposeful exclusion;

Physical behavior that involves hurting another individual's body or damaging possessions;

Cyberbullying, such as persistent, unwanted texts, phone calls, or social media messages, or posting private, personal information of others online (known as "doxing")

Bullying typically involves a real or perceived power imbalance such as using popularity, position, physical strength, or access to embarrassing information in order to control or harm others. Thus, it is important to note that while bullying will not be tolerated, respectful disagreement and good-faith critiques of one's work and activities, even if sometimes harsh, are not bullying. Individuals' ability to disagree and/or share ideas and concerns openly and without reprisal must not be compromised and will be respected and protected.

2. Sexual Harassment or Misconduct

Sexual harassment includes, for example, unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal, physical, or visual conduct of a sexual nature when:

Such conduct has the purpose or effect, intentionally or unintentionally, of unreasonably interfering with an individual's participation, work, or volunteer performance, or otherwise creating an intimidating, hostile, or offensive environment.

Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's standing as a participant, volunteer, or employee.

Submission to or rejection of such conduct by an individual is used as a basis for participation in a URJ event, employment decisions, or decisions concerning volunteer assignments, whether or not such decisions have direct economic consequences.

Conduct of this nature diminishes us all and compromises our ability- individually and collectively - to demonstrate our commitment to living lives that reflect our Jewish values.

3. Audacious Hospitality

Participants, staff, and volunteers of URJ programs will likely meet and work with Jews from a wide range of backgrounds (i.e., races, cultures, genders, socioeconomic backgrounds, disability status, etc.). Jews from historically marginalized backgrounds - including Jews of Color, Jews who identify as LGBTQIA+, or Jews with disabilities - are often, albeit unintentionally, made to feel "othered" in Jewish spaces when they are asked questions about their background or Jewish identity that serve to further marginalize and separate them from Jews with dominant identities (white, Ashkenazi, heterosexual, cisgender, etc.)

As such, all participants, staff, and volunteers in URJ programs are asked to recognize and affirm the diversity of the Jewish people and to continually challenge dominant ideas of who "looks Jewish" (for example, not mistaking Jews of Color for building staff or asking if they are lost in Jewish spaces). By respecting one another's identities in this way, we help to make Reform Judaism a more inclusive and safe space for all.

4. How to Report a Violation

To report a violation of this Code of Conduct against yourself or as a witness of harassment against another individual:

In person: To the senior URJ staff member onsite or at your online experience. If the complaint concerns that person, reporting should be done by phone or email as below:

By phone: to URJ Vice President People and Culture: Melissa Johnson (212) 650-4024

By email: to URJ Vice President People and Culture: Melissa Johnson (mjohnson@urj.org)

Please note that the behavior of URJ employees is governed by the URJ Employee Handbook; the behavior of contractors by their Independent Contractor Agreement; and the behavior of URJ volunteers is governed by the URJ Ethics Code. Copies of these documents are available upon request.

URJ Media Release

By submitting this form, the attendee hereby consents to the recording, use and reuse by the Union for Reform Judaism (URJ) and any of its respective licensees, assignees, parents,

subsidiaries or affiliated entities and each of the respective employees, agents, officers and directors (collectively "Releasees") of your voice, actions, likeness, name, appearance and biographical material (i.e. collectively "Likeness") in any and all media now known or hereafter devised, worldwide in perpetuity. The attendee agrees that Releasees may use all or any part of his or her Likeness, and may alter or modify it regardless of whether or not the attendee is recognizable. The attendee further agrees that Releasees exclusively own the registration materials that you have provided in connection with the URJ's Biennial and any photos and video that the URJ will make of you in connection with the program (the "Materials") and all rights therein and thereto including, without limitation, the right to use the Materials and your Likeness in any and all media now known or hereafter devised worldwide, in perpetuity. The attendee further agrees that Releasees may use your Likeness and the Materials in connection with any promotion, publicity, marketing or advertisement for the Releasees. The attendee releases Releasees from any and all liability arising out of their use of the attendee's Likeness and/or the Materials. The attendee agrees not to make any claim against Releasees as a result of the recording or use of your Likeness and/or the Materials (including, without limitation, any claim that such use invades any right of privacy and/or publicity).

My signature affirms my agreement and the participants agreement to the rules and policies of the RAC and this Code of Conduct

Appendix L

B'BIT K'HILAH - CODE OF CONDUCT

The undersigned acknowledges that an online signature will, for all purposes, be treated as an original on behalf of yourself and the participant.

I will promote the creation of a religious youth community based on mutual respect and a sense of personal well-being. I will treat others with kavod (honor and respect) because we are created b'tzelem Elohim (in the image of God). I have read the following rules, designed to promote the health and safety of all event participants, and have indicated my complete acceptance by my signature and that of my parent/guardian.

I will not possess, consume, or distribute alcoholic beverages, other than that served by adult leadership for Jewish sacramental purposes, even if I am of legal drinking age.

I will not possess, use, or distribute any illegal drug or drug paraphernalia.

I will not smoke, consume, or distribute tobacco products at any time during the event.

I will attend and participate fully in the entire event, unless otherwise agreed upon with the adult chaperone from my congregation. I will arrive on time, stay until the end, and remain on the event premises at all times.

I will not bring or use any weapons, firearms, or anything that may be construed as a weapon.

I will not commit any illegal act. I understand that vandalism, disturbing the peace, or other inappropriate behavior as determined by the adult leadership will not be tolerated. I understand that I will have to pay for any damage that I cause. I understand that no gambling is allowed.

I will abide by the event curfew announced by the leadership. At the end of each evening, I will go directly to my hotel room and remain there until the next morning. I will only go into my hotel room and will not invite others into my room.

I understand that no guests are allowed at the event, unless the RAC leadership grants permission in advance, and that any unauthorized guests will be asked to leave immediately.

I will not drive to, during, or from the weekend, unless advance permission for a special situation is requested in writing by my parent/guardian and granted in writing by the adult chaperone from my congregation. This includes driving from my home to the RAC event.

I will not participate in any activities that could be deemed as hazing, sexually harassing, demeaning or hurtful. I agree to refrain from inappropriate sexual behavior. I agree to abide by any additional rules which may be announced, and to accept the consequences of their violation.

I understand that these rules of behavior apply from the time I leave home for the event, during the event itself, and until I return home after the event.

My signature affirms my agreement and the participants agreement to the rules and policies of the RAC and this B'rit K'hilah.

Appendix M

URJ Event Participant Code of Conduct

Jewish tradition teaches that every person is created *b'tzelem Elohim*, in the Divine image. In the spirit of this core Jewish value, every individual who participates in events within the Union for Reform Judaism (URJ) community – including participants, presenters, staff, vendors, guests, facilities staff, and all others – will be valued and treated with respect. Every participant, whatever their role, has a right to a safe and inclusive experience, including treatment that is fair, honest, dignified, and nonjudgmental.

Code of Conduct

The URJ does not tolerate, in any form or at any time, discrimination, harassment, bullying, sexual misconduct, threats, intimidation, menacing, or any other offensive behavior or acts against anyone in our community or participating in our events. This includes but is not limited to actions taken against others based on their race, age, religion, disability, marital status, veteran status, nationality, sexual orientation, gender, gender identity or expression, physical appearance, size, ethnicity, origin, religion, class, or any other identity.

Critical areas of concern include but are not limited to bullying, sexual harassment or misconduct, and inclusion.

1. BULLYING

Bullying is unwanted, hostile behavior, either as a single act or repeated over time, committed with the intent to degrade, humiliate, or oppress another person. It may include:

- Verbal behavior such as making threats, inappropriate sexual comments, and taunting;
- Social misbehavior such as spreading rumors and purposeful exclusion;
- Physical behavior that involves hurting another individual's body or damaging possessions;

- Cyberbullying, such as persistent, unwanted texts, phone calls, or social media messages, or posting private, personal information of others online (known as “doxing”)

Bullying typically involves a real or perceived power imbalance such as using popularity, position, physical strength, or access to embarrassing information in order to control or harm others. Thus, it is important to note that while bullying will not be tolerated, respectful disagreement and good-faith critiques of one’s work and activities, even if sometimes harsh, are not bullying. Individuals’ ability to disagree and/or share ideas and concerns openly and without reprisal must not be compromised and will be respected and protected.

2. SEXUAL HARASSMENT OR MISCONDUCT

Sexual harassment includes, for example, unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal, physical, or visual conduct of a sexual nature when:

- Such conduct has the purpose or effect, intentionally or unintentionally, of unreasonably interfering with an individual’s participation, work, or volunteer performance, or otherwise creating an intimidating, hostile, or offensive environment.
- Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual’s standing as a participant, volunteer, or employee.
- Submission to or rejection of such conduct by an individual is used as a basis for participation in a URJ event, employment decisions, or decisions concerning volunteer assignments, whether or not such decisions have direct economic consequences.

Conduct of this nature diminishes us all and compromises our ability – individually and collectively – to demonstrate our commitment to living lives that reflect our Jewish values.

3. REDI (RACIAL EQUITY, DIVERSITY, INCLUSION)

Participants, staff, and volunteers of URJ programs will meet and work with people from backgrounds (i.e., races, cultures, genders, socioeconomics, etc.) different from their own. People from historically marginalized backgrounds – including People of Color, people who identify as LGBTQIA+, or people with disabilities – who are frequently asked questions about their backgrounds or identities that serve to further marginalize them and separate them from others. For example, in Jewish spaces, Jews of Color are often subject to questions and comments about their authenticity.

All participants, staff, and volunteers in URJ programs are asked to recognize the diversity of the Jewish people and to continually challenge dominant ideas of who “looks Jewish.”

4. REPORTING CONCERNS OR VIOLATIONS

To report a concern or violation of this Code of Conduct regarding yourself or another person:

- In person: To a senior URJ staff member onsite. If the complaint concerns that person(s), reporting should be done by email or phone as below.
- By email: to URJ Asst Director of Human Resources - Dana Schurz (dschurz@urj.org) or URJ Vice President, People & Culture – Missy Johnson (mjohnson@urj.org)
- By phone: to URJ Asst Director of Human Resources - Dana Schurz (212-650-4187) or URJ Vice President, People & Culture – Missy Johnson (212-650-4120)

Please note that the conduct of URJ employees is governed by the URJ Employee Handbook, and the conduct of URJ volunteers, staff and independent contractors is governed by the URJ Ethics Code. [The URJ Ethics Code can be accessed online.](#)

Participant Authorizations, Release, and Indemnification

AUTHORIZATIONS

- I authorize the use of Participant name and program registration information including but not limited to:

Name(s), contact information, and programs in attendance for the purposes of sharing/verifying affiliation with reported URJ Congregation(s).

- I authorize future communications via mail, email, text and phone for the purposes of transactional communications as well as marketing communications for this and other URJ programs. Please know that we do not sell or market email addresses. If you do not wish to receive further communications from the URJ and URJ affiliates you will be able to opt out at the time of receipt.
- I authorize the use of Participant name, social media user information, and contact information for purposes of URJ and URJ partners/affiliates marketing now known or hereafter devised, worldwide in perpetuity until such time that I choose to unsubscribe.

RECORDING RELEASE

I hereby consent to the unlimited recording use and reuse by the URJ and its employees, agents, representatives and affiliates (“Releasees”) of Participant’s Voice, actions, likeness, first name, appearance and biographical material (i.e. collectively “likeness”) in an appropriate manner as determined by the URJ in its reasonable discretion in any and all media now known or hereafter devised including but not limited to live video, live audio, marketing materials and social media posts. I agree that Releasees may use all or any part of Participant Likeness, and may alter or modify it regardless of whether or not the Participant is recognizable. I further agree that URJ exclusively owns the registration materials that I have provided in connection with the program registration and any photos and video that URJ will make of the Participant in connection with the program (the "Materials") and all rights therein and thereto including, without limitation, the right to use the Materials and the Participant Likeness in any and all media now known or hereafter devised worldwide, in perpetuity. I further agree that URJ may use the Participant’s Likeness and the Materials in connection with any promotion, publicity, marketing or advertisement for the Releasees including live video and audio broadcasts. I release the URJ from any and all liability arising out of the reasonable use of the Participant’s Likeness and/or the Materials. I agree not to make any claim against URJ as a result of the recording or use of the Participant’s Likeness

and/or the Materials (including, without limitation, any claim that such use invades any right of privacy and/or publicity).

INDEMNIFICATION

Except with the respect to the sole negligence of the URJ and its employees, I hereby release, discharge, and hold harmless the URJ and its employees, agents and representatives from any and all claims, lawsuits, or other legal causes of action, which relate to my participation in URJ events and programs, travel to and from such events and programs, and related activities.

Parent/Guardian Authorizations, Release, and Indemnification

AUTHORIZATIONS

- I authorize the use of Participant and parent/guardian name and program registration information including but not limited to Name(s), contact information, and programs in attendance for the purposes of sharing/verifying affiliation with reported URJ Congregation as well as in NFTY Rosters.
- I authorize future communications via mail, email, text and phone for the purposes of transactional communications as well as marketing communications for this and other URJ programs. Please know that we do not sell or market email addresses. If I do not wish to receive further communications from the URJ and URJ partners/affiliates, I will be able to opt out at that time.
- I authorize the use of Participant and parent/guardian name, social media user information, and contact information for purposes of URJ and URJ partners/affiliates marketing now known or hereafter devised, worldwide in perpetuity until such time that I choose to unsubscribe.

RECORDING RELEASE

Except as set forth in the Parent/Guardian Authorizations above, Parent/guardian also hereby consents to the unlimited recording use and reuse by the URJ, including its employees, agents, representatives and affiliates (“Releasees”) of Participant’s Voice, actions, likeness, first name, appearance and biographical material (i.e. collectively “likeness”) in an appropriate manner as determined by the URJ in its reasonable discretion in any and all media now known or hereafter devised including but not limited to live video, live audio, marketing materials and social media posts. The parent/guardian agrees that Releasees may use all or any part of Participant Likeness, and may alter or modify it regardless of whether or not the Participant is recognizable. The parent/guardian further agrees that URJ exclusively owns the registration materials that parent/guardian has provided in connection with the program registration and any photos and video that URJ will make of the Participant in connection with the URJ program (the "Materials") and all rights therein and thereto including, without limitation, the right to use the Materials and the Participant Likeness in any and all media now known or hereafter devised worldwide, in perpetuity. The parent/guardian further agrees that URJ may use the Participant’s Likeness and the Materials in connection with any promotion, publicity, marketing or advertisement for the Releasees including live video and audio broadcasts. The parent/guardian releases from any and all liability arising out of the reasonable use of the Participant’s Likeness and/or the Materials. The parent/guardian agrees not to make any claim against URJ as a result of the recording or use of the Participant’s Likeness and/or the Materials (including, without limitation, any claim that such use invades any right of privacy and/or publicity).

INDEMNIFICATION

Except with the respect to the sole negligence of the URJ Releasees, the undersigned Participant and his/her parent/guardian (whomever is responsible for Participant) hereby release, discharge, and hold harmless the URJ Releasees and its employees from any and all claims, lawsuits, or other legal causes of action, which relate to the undersigned Participant’s participation in URJ events and programs, the Participant’s travel to and from such events and programs, and related activities.