One2One Strategic Planning Report 2025

From a Program for Teens to an International Platform for Online Jewish Encounters

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Executive Summary

One2One's Strategic Development Framework

This report outlines a strategic development framework for One2One, focusing on its evolution from a pilot to a fully established program for teenagers to a versatile platform for fostering Jewish encounters (*mifgashim*) for diverse groups and partnership models. The analysis, based on annual evaluation data from 2021-2024 and strategic partner interviews conducted in 2025, identifies:

Proven practices that foster impactful participant experiences	**Partner motivations** for participating in One2One	**Pathways to scale** One2One for multiple audiences and institutional needs

Peer Relationships Deepen Belonging to the Jewish People

Since its 2021 founding, One2One demonstrates that authentic peer relationships between Jewish teens deepen their sense of belonging to the Jewish People without requiring international travel or formal curriculum.

Over 12,000 teens have participated to date in virtual *mifgashim* where individual peer relationships are a foundation for nurturing a deepened sense of belonging to the Jewish People.

The program succeeds by trusting teens to drive their own conversations while providing just enough structure to facilitate dialogue with educational depth.

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Value for Teen Participants

Authentic Cross-Cultural Connection

Teens build genuine relationships with peers from different Jewish communities, discovering shared experiences while exploring diverse expressions of Jewish life without requiring international travel.

Participant-Driven Learning

Young people control their conversation topics and relationship development, creating organic learning experiences that feel natural rather than imposed through formal curriculum.

Jewish Self-expression

Cross-cultural dialogue builds confidence for expressing oneself in a new language, or as a Jew by engaging with peers from different backgrounds, leading to outcomes that extend beyond the program.

Deepened Belonging

Virtual mifgashim strengthen participants' connection to the broader Jewish people through individual relationships that embody the diverse and shared attributes Peoplehood.

Language and Cultural Learning

Multilingual tracks provide authentic language practice opportunities while participants learn about different Jewish cultures, traditions, and contemporary experiences in natural conversation settings.

Value for Partner Organizations

Partners choose One2One because it aligns with their institutional priorities while requiring minimal additional infrastructure. The program succeeds when organizations integrate it within existing educational frameworks.

Institutional Alignment Without Overhead

One2One complements existing educational goals—language learning, Jewish education & Israel engagement, or community building—without requiring extensive change.
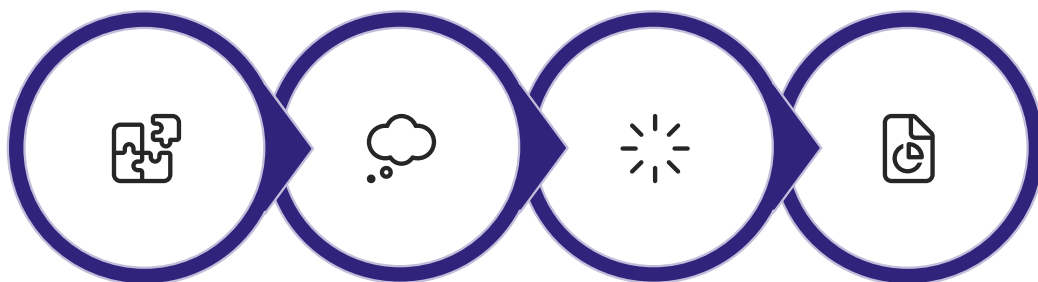
Enhanced Education

Classroom and community integration amplifies individual experiences when educators facilitate sharing of discoveries, creating curiosity about learning about Jewish Peoplehood.

One2One Advocates

ENTER provides training for key contacts who understand program benefits and effectively advocate for the integration of One2One within their contexts.

Measurable Outcomes

High participation rates and sustained participation over years provide concrete evidence supporting institutional investment and continued partnership.

Institutional Fit → Enhanced Education → Advocates for One2One → Measurable Outcomes

Best Practices

One2One partnerships achieve strongest outcomes when they maintain the program's foundation of authentic peer relationships and participant-driven dialogue while adapting integration approaches to fit each organization's capacity, educational priorities, and institutional structure.

1

Facilitating Impactful Relationships

Algorithm-based matching considers participants' hobbies, interests and character traits to create meaningful partnerships, with pre-program orientation and commitment incentives enhancing relationship quality.

2

Educational Integration That Amplifies Impact

Embedding One2One experiences into broader educational frameworks through systematic preparation, classroom integration, and community presentations multiplies individual learning across student populations.

3

Supporting Teen Ownership While Ensuring Quality

Program structure prevents confusion while creating safe spaces where teens drive meaningful conversations and maintain agency over their relationship development.

4

Operational Excellence That Sustains Partnerships

Systematic practices prevent confusion through clear communication protocols, streamlined information flow, and continuous documentation that enables improvement and supports all participants.

Four Partnership Models

One2One currently works through four distinct partnership models, adapting its core peer relationship framework to diverse contexts:

1	**Individual Motivation Through Incentives** • Incentives are offered. Vouchers for Israel travel programs, community service hours, international dialogue certificate, a gift card. One2One as a requirement for receiving these incentives. • Teens have ability to coordinate their meetings. • Virtual relationships make Israel personal before arrival.

2	**Curriculum Integration for Systematic Impact** • Teachers embed One2One directly into language courses. • Students practice language skills & deepen Jewish belonging. • Classroom discussions amplify learning.

3	**Community Programming for Enhanced Reach** • Congregations integrate One2One as a signature youth program. • Teens become community ambassadors, sharing experiences. • Community engagement creates positive ripple effects.

4	**Leveraging Infrastructure for Scale** • Youth movements integrate One2One into Israel programming. • Teens register through their movements. • Complements and deepens movement based Israel engagement.

Strategic Priorities for Platform Growth

Building on Proven Strengths

- Algorithms for personality compatibility and shared interests produce meaningful conversation partnerships
- Partners align One2One with their institutional priorities:
  - Advocates who understand and promote One2One's value
  - Preserving core One2One elements while adapting to maximize benefit

Expansion Opportunities

- Spanish pilot success opens doors for French, Portuguese, and Russian programs
- Extending teen model to ages 18-22 for gap year students, Birthright participants, youth leaders and adults; including current initiative to pair Jewish mothers living in Israel and abroad.
- Educator to Educator Encounters
- School to School Relationships

Development Priorities

- Create credit options and recognition for participants living in Israel and outside of Israel
- Training for teachers to integrate One2One into classroom learning
- Enable conversation partners to meet during Israel trips
- Enable partners to track their participants' participation regardless of how they enrolled
- Teen conversations as foundation for school-to-school relationships

Introduction

From Program to Platform - The Power of Authentic Connection

This report provides a strategic development framework for One2One's growth from a teen-focused program to a versatile platform capable of creating meaningful Jewish encounters across diverse populations and partnership models.

One2One is an online *mifgash* (educational encounter) between Jewish high school aged teens who live in Israel and abroad. Started in 2021 during the global pandemic, by ENTER: The Jewish Peoplehood Alliance, the program involves two teens meeting once a week over five weeks for at least 30 minutes each meeting. Over 12,000 Jewish teens have participated.

Platform expansion: One2One's vision is to continue to serve diverse teen audiences through multiple language tracks and cultural contexts, and reach young adults, educators, and other target audiences

Strategic focus: Identify practices and why partners choose One2One in order to scale for multiple audiences and institutional needs

Research Foundation: Eight strategic partner interviews conducted in 2025, combined with four years of evaluation data.

Interviews

- **Israel Ministry of Education**: Dr. Tziona Levi (Director, Department of Languages) and Sally Goldaper (Spanish Language Supervisor)
- **Israeli Schools**: Iris Malka (English Coordinator, Revivim High School)
- **International Partners**: Jonathan Fass (Senior Managing Director, RootOne), Rene Isser (Hebrew Department Chair, Berman Hebrew Academy), Rebecca Hirschwerk (Director of Congregational Education, Reconstructionist Synagogue of North Shore), Robyn Judelsohn (Chief Movement Experiences Officer, BBYO), and Adam Waters (Director of UJIA Israel Experience, UK)

Why Virtual Mifgashim Create Lasting Impact

One2One's core innovation is to enable teens to drive their own Jewish journey through authentic peer relationships. Dr. Tziona Levi from Israel's Ministry of Education explains:

> **"The wonderful thing about One2One is that there's no adult present. It's two teens."**

Natural Meaning-Making

One2One's approach enables Jewish meaning to emerge naturally from personal relationships rather than an imposed curriculum.

Crisis Response Demonstrates Strategic Value

Following October 7th travel restrictions and security concerns made physical Israel visits difficult or impossible. One2One provided what BBYO's Robyn Judelsohn called ***"an opportunity on the broadest scale"*** to link her teens to Israelis.

Essential infrastructure

The virtual mifgash became critical infrastructure that Jewish communities could activate when other forms of engagement weren't possible.

Authentic Relationship Drives Jewish Meaning

One2One succeeds due to the focus on peer relationships creating a deep sense of Jewish belonging. ENTER provides conversation starters and topics that teens can choose to explore, ranging from universal themes like hobbies, family, and Jewish life experiences that almost all participants discuss, to optional deeper topics about contemporary Jewish challenges that some choose to pursue.

A core insight:

Jewish belonging develops most powerfully when participants articulate "who I am as a Jew" to someone from a different Jewish context.

ENTER designed One2One for teens to drive their own conversations while providing just enough structure to encourage conversation and exploration. Understanding what makes the experience meaningful for teens provides the foundation for all One2One partnerships. RootOne's Jonathan Fass observes:

"

"One2One *works because it is scripted enough to prevent silence, but flexible enough to allow teens to take the conversation where they want to go."*

"

Universal methodology

ENTER balances structure and autonomy across all its One2One partnerships, whether with RootOne participants preparing for Israel trips, synagogue teens exploring Jewish peoplehood, Israeli students practicing English and Spanish through authentic cultural exchange, or Jewish day school students strengthening their Hebrew through conversations with native speakers.

Adaptive framework

ENTER's One2One platform approach recognizes that different populations need different entry points and support systems, while maintaining a consistent core methodology: pairing individuals for authentic conversation that develops into meaningful relationship and expanded Jewish consciousness.

Strategic Framework for Platform Expansion

The Vision: One2One serves as educational infrastructure that strengthens Jewish encounters beyond its current teen focus by using authentic peer relationships. Whether pairing teens preparing for Israel trips, young adults processing their Jewish belonging, educators building cross-cultural competency, or other Jewish adult populations, **ENTER adapts the same core methodology to serve diverse age groups and populations while maintaining relationship authenticity that drives meaningful outcomes.**

The goal is to demonstrate One2One's proven value while providing a road map for platform expansion that will enable diverse populations to build Jewish encounters through the same core methodology that succeeds with teens.

A Four-Part Analysis

1

What Works for Teens

Authentic peer relationships and participant-driven meaning-making

2

What Works for Partners

The value that partners receive when using the One2One platform

3

Best Practices

Scalable approaches for creating quality matches, educational integration, and operational excellence

4

Partnership Models

Four distinct approaches ENTER uses for expanding to new populations while maintaining core effectiveness

I: Why One2One Works for Teens

The success of One2One rests on a foundational insight: The online encounters transform individual relationships into a deepened sense of Jewish belonging. Understanding what makes the experience meaningful for teens provides the foundation for all partnership decisions and future platform development.

The findings presented here draw on four years of annual program evaluations, a 2022 survey of participating Israeli English teachers and strategic partner interviews conducted in 2025 with eight key institutional collaborators.

Building Jewish Belonging Through Peer Relationships

Jewish belonging emerges naturally when teens articulate "who am I as a Jew" to someone from a different Jewish context. The process happens organically - two teens meet virtually, share stories about their daily lives, and gradually discover both commonalities and differences that make being Jewish personally relevant. Dr. Tziona Levi from Israel's Ministry of Education observes:

> *"In order to build a relationship and to care, you need to create an encounter. Getting youth to meet and to build up their sense of belonging to something greater through a field of interest, joint interest."*

The peer-to-peer format proves essential to this discovery process. Without adult presence, teens take ownership of their Jewish journey in ways that feel authentic rather than institutionally imposed. Adam Waters from UJIA describes this dynamic:

> "My gut feeling, my general opinion is to let the kids be kids. It's not school. It's not about doing a project on the other kids. It's a schmooze. It's making friends."

The Power of Removing Adult Supervision

Authentic ownership emerges

Teens explore Jewish questions they might not raise with teachers or parents. Eighty-eight percent of participants report enjoying meeting a teen from another country, exceeding their initial expectations (only 46% "strongly agreed" they were looking forward to it pre-program).

Natural conversation flow develops

Teens report conversations extending far beyond the required 30 minutes. **The freedom to follow their interests creates deeper engagement than structured lessons could achieve.** Eighty-three percent find the conversations interesting, with teens choosing to spend the most time on relationship-building topics like "getting to know each other" and "family and Jewish experiences" rather than the more demanding suggested topics such as "big Jewish ideas" or "mutual responsibility." A significant minority of participants do choose to engage with these more demanding topics.

Creating safe spaces for exploration

Non-judgemental peer interactions enable teens to explore questions about being Jewish and speaking a new language without fear of criticism.

> "The American teens are more accepting. Israelis are very judgmental..., they will tell you, 'Oh, you mispronounced the word.'" Iris Malka

This feeling of safety extends beyond language - 93% report being able to listen to their conversation partner's opinions even when differences arose.

Processing Shared Challenges Together

The October 7th attacks and rising antisemitism create an urgent need for peer support. **Eighty percent of participants discussed the war and its implications during their conversations.** These discussions were personal explorations of shared experience that significantly affected participants' feelings about their relationship to Israel or Jews living outside of Israel.

Personal insights into the news:

One American participant shared:

"Reading the news is a lot less personal and sometimes I have felt isolated from how actual Israelis are feeling. My partner shared her story of the attack with me which made it a lot more personal."

Among participants who previously followed news "to a small extent," 36% increased their attention to Israel-related news after their One2One experience.

Mutual understanding develops:

Israeli teens discovered that American Jews face antisemitism on campus and in daily life, while Americans learned about the constant security threats Israelis navigate. As one participant noted:

"It was comforting to know that my partner and others in Israel care so much about what is happening outside of Israel and the extreme rise in antisemitism across the world."

Solidarity emerges naturally:

Rather than teaching about Jewish unity, teens discover it through shared experience. One participant reported:

"Jewish people are connected to one another. When we build on that connection we aren't scared. We need to stand up for each other!"

What Teens Gain from Participation

Confidence and Personal Growth

The transformation in confidence, particularly for students struggling with language learning, represents one of One2One's most consistent outcomes.

- **Language barriers dissolve**: Iris Malka describes students who "never dared open their mouth in class" finding voice through One2One. The supportive peer environment removes the fear of judgment that silences many language learners. Israeli students report feeling transformed - 88% feel more motivated to speak English, with 86% feeling more confident in their language abilities after participation.

- **Mutual teaching emerges**: Israeli students teach Hebrew phrases to Americans while practicing their English. Iris reports:

"My students teach them Hebrew... they keep telling me, 'Oh, I taught them a few sentences in Hebrew.'"

The reciprocal nature transforms both partners from students into teachers. This mutual exchange contributes to the 92% of participants who report gaining knowledge about Jewish life in their conversation partner's country.

Academic Performance Improves

The impact extends beyond One2One sessions into classroom engagement. Three-quarters of Israeli students report increased motivation for school-based English learning, with 57% enjoying English class more than before their participation. In a 2022 survey of participating teachers, 97% reported One2One contributing to their students' confidence to speak English, with 60% seeing a "strong contribution."

The encounters challenge assumptions about being Jewish looks like.

Jewish diversity surprises

Israeli students discover practices like women reading Torah or female rabbis. Iris Malka shares a common classroom reaction:

> "Did you know that a girl goes up to the Torah?"

The result is broadens horizons in ways students "would never have achieved otherwise without going on a trip." Sixty-three percent of participants discover a different way of living Jewish life, rating the experience as positive, while 52% explored new ways of thinking about what it means to be Jewish.

Minority versus majority experiences illuminate differences

American teens explain the conscious choices required to maintain Jewish life in predominantly non-Jewish societies, while Israelis share the experience of living as a Jewish majority. Jonathan Fass from RootOne notes:

> "In America we ask other Jews 'Are you Reform?, Are you Conservative? Are you just Jewish?' And when you get on the phone with someone who's Israeli, they speak about their Jewish identity in a different way, and it's such a different experience."

Agency and independence inspire reflection

American see Israeli peers' independence, prompting reflection on their own capabilities. Fass observes that North American teens are "often surprised by the level of of independence that the Israeli teens have," leading them to "rethink what does it mean to be a young person outside North America."

Lasting Connections That Extend Beyond Programming

While not all relationships continue indefinitely, the connections formed during One2One often exceed the program requirement of five meetings, demonstrating the development of genuine friendships.

Continued contact

Sixty-two percent of participants want to maintain contact with their conversation partner, with 49% connecting through social media outside official meetings.

Future meeting aspirations

Forty-six percent of participants can imagine visiting their conversation partner or hosting them, with some meeting in person. Rebecca Hirschwerk from Reconstructionist Synagogue of North Shore shares: "One of my students went to Israel and met her partner!"

Relationship depth varies naturally

ENTER's Associate Director, Yael Rosen, acknowledges that not all relationships will become lifelong friendships, and that's appropriate. The program creates opportunities for meaningful encounter; teens determine how relationships evolve based on genuine compatibility and interest. Even brief encounters prove valuable - 88% of participants reflect on who they are "as a Jew" through these conversations, regardless of whether relationships continue.

Topics That Resonate

Daily Life as Universal Common Ground: Conversations about school, family, hobbies, and social life create the foundation for deeper discussions about values and beliefs.

Current Events as Catalysts for Deeper Understanding: War, antisemitism, and security concerns provide shared context for exploring Jewish solidarity and mutual support. Rather than avoiding difficult topics, teens engage them through personal rather than political lenses.

- **Shared experiences**: Homework stress, parent relationships, friend dynamics, and future anxieties are shared experiences. Rebecca Hirschwerk notes, teens discover their Israeli peers are "kids who play sports, listen to music, get annoyed at their parents" rather than distant others defined only by conflict.

- **Fascinating comparisons**: Teens compare school systems, social norms, and daily routines. Questions like "What time does school start?" or "Do you have to wear uniforms?" lead to discussions about values and societal expectations.

- **Personal interests create bonds**: Sixty-two percent report their partner match was "perfect," with another 31% saying it was "good enough." Participants consistently report feeling similar to their partners in hobbies and interests, with shared passions for music, sports, or gaming providing conversation material.

- **Personalizing conflict**: Israeli teens share experiences of running to bomb shelters. Americans describe campus protests and rising antisemitism. A participant reflected: "I told him stories about the war, which is constantly present and alive here in Israel. He was surprised and didn't fully understand what's happening in the country."

- **Media versus reality discussions emerge**: Participants discover gaps between media portrayals and lived experiences. "The media does not show everything because I feel like it only shows the bad which is important, but it also never shows the normalcy of how people still live their lives," observed one teen.

Cultural Exploration Through Everyday Moments

Holiday celebrations

Comparing Passover seders, Hanukkah traditions, or High Holiday practices are discussions which move beyond "right" or "wrong" ways to toward appreciation of diverse expressions.

Food and family

Favorite Jewish foods, Shabbat customs, or family stories describe intimate life experiences. Teens discover shared and unique traditions that reflect local Jewish cultures.

Future aspirations

Military service, college plans, and career goals reveals both shared dreams and different cultural expectations. Israeli teens explain mandatory military service while Americans describe college application stress.

Jewish Questions That Emerge Organically

"What makes you Jewish?"

Teens articulate their Jewish connections in their own words, discovering that answers vary widely yet all feel authentic.

Practice and belief

Learning that some Jews keep kosher while others don't, that some attend synagogue weekly while others go twice yearly, helps teens understand Judaism as a spectrum rather than a binary.

Belonging beyond religion

Many teens discover cultural, historical, and ethnic dimensions of Jewish belonging, exploring what connects them beyond religious practice.

II: Why One2One Works for Partners

This section explores the strategic value One2One provides to institutional partners and why organizations across different educational contexts choose to integrate the program into their educational and/or community building work. By understanding partner motivations and the specific benefits they receive, One2One can strengthen existing relationships and attract new institutional collaborators who see clear alignment with their missions. The nature of benefits that partners seek also shapes the support and infrastructure One2One must provide to enable maximum value for each type of partner.

Universal Value Proposition
Cost-Effective International Engagement

Virtual encounters provide authentic relationships between Jews living in Israel and those living elsewhere without the financial burden of international travel. For organizations serving constituents with diverse economic backgrounds, One2One democratizes global Jewish experiences that would otherwise remain accessible only to those who can afford travel programs. The program operates at a fraction of the cost of in-person encounters while maintaining the educational benefits of peer-to-peer meetings.

Robyn Judelsohn from BBYO, discussing potential expansion of their One2One partnership, highlighted the importance of cost accessibility for their international participants, noting that "our non-North American families are not accustomed to paying the rates that our North American families are accustomed to paying for certain activities, Jewish connection activities." For BBYO's hundreds of Spanish-speaking participants from South America and Spain, One2One could provide meaningful Jewish relationships without the financial burden of international travel.

Measurable Educational Outcomes

- **Language learning benefits:** Rene Isser from Berman Hebrew Academy sees clear benefits for language learning, noting that "the more opportunities we give our kids for speaking authentic Hebrew with authentic Hebrew speakers, the better it is for our kids."

- **Program demand demonstrates value:** Sally Goldaper, Spanish Language Supervisor for Israel's Ministry of Education, who launched One2One's Spanish-language track in 2025, reported that all six participating schools want to continue despite implementation challenges, with plans to offer One2One to Spanish-teaching high schools in Israel.

Crisis Response

October 7th, 2023 and the ensuing war demonstrated One2One's capacity to provide support when physical gatherings became impossible. While organizations cancelled Israel trips and in-person programming, One2One offered partner organizations the ability to maintain Israel engagement in their programming.

> Adam Waters, Director of UJIA Israel Experience reports that during summer 2025, when post-October 7th security concerns meant UJIA could only take 800 British teens to Israel instead of their usual 1,100-1,200, One2One maintained vital peer relationships for those unable to travel.

> Rebecca Hirschwerk from the Reconstructionist Synagogue of North Shore found that messaging One2One as a way to "stand with Israel" after October 7th resulted in eight teens participating. The program provided what Rebecca described as:
>
> *"The best way for our teens to stand with Israel. For them to feel like there was something they could actually do."*

One Platform Serving Diverse Organizational Needs

The program adapts to serve diverse institutional needs while keeping the core focus on authentic peer relationships. Partners integrate One2One into their work through various approaches:

Curriculum enhancement

Schools embed One2One within language courses for academic credit

Pre-trip preparation

Partners with Israel travel programs use One2One to build relationships before trips

Community benefits

Rabbis have teens present to congregations and write newsletter articles, department chairs demonstrate to boards that language programs advance school missions, educators share participant stories in parent meetings to build program support and deepen the community's overall relationship with Israel

Movement infrastructure

Youth movement leaders use their established recruitment channels and existing Israel programming expectations to integrate One2One efficiently, allowing them to enhance their Israel education offerings without creating new organizational structures or recruitment processes

This flexibility enables partners to integrate One2One in ways that advance their specific missions without requiring wholesale programmatic changes.

Partner-Specific Benefits
Schools Achieve Dual Educational Goals: Language + Peoplehood

Educational institutions report that One2One uniquely serves both language acquisition and peoplehood education simultaneously. Dr. Tziona Levi, Director of the Department of Languages at Israel's Ministry of Education, articulated this dual value: *"You have to create opportunities to speak and to use the language in real context. And what is more real context than to meet somebody your age, more or less, and talk about things that interest you both?"*

While providing authentic language practice, the program simultaneously builds Jewish belonging. Tziona Levi explained:

"In order to build a relationship and to care, you need to create an encounter."

One2One's potential for classroom integration becomes clear through Iris Malka's weekly teaching cycle around the Sunday conversations:

- **Thursday preparation:** She shows episodes of a film series about Jewish life in the United States, reviews discussion questions, and ensures students understand the cultural context of American Jewish life

- **Monday debriefing:** Classes begin with structured feedback where students complete sheets documenting what topics they discussed and share discoveries with classmates, answering "How was your *sicha* [conversation]? What is something interesting you learned about your partner?" - creating peer interest that motivates additional participation

Rene Isser from Berman Hebrew Academy highlighted how One2One demonstrates departmental innovation to her school's leadership:

"It's another important thing for me to say to the Board... here's another thing that the Hebrew department is doing. Don't think we're sitting back and just teaching the same curriculum that we've been teaching for the last 20 something years."

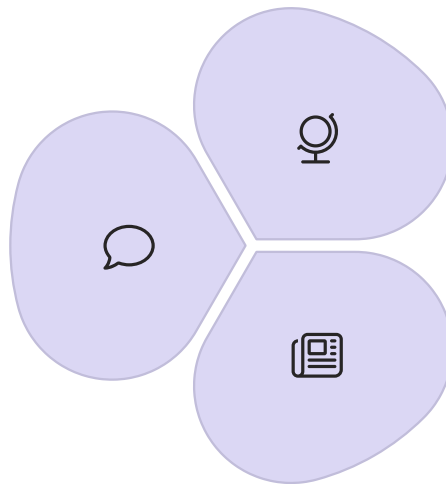# Trip Organizers Enhance the Travel Experience

Partners with Israel travel programs find that One2One transforms abstract preparation into something real. Jonathan Fass from RootOne explains:

"It feels as if they're now going to Israel to visit a person and not just a place. They now have a human connection. They know what the hotel is... But the hotel doesn't talk back, so there is no relationship built in staying there."

Fass explains how One2One serves RootOne's three core areas:

Peoplehood

emerges when teens discover diverse Jewish experiences. "Peoplehood is, in my understanding, best developed in someone when they see that the Judaism that they experience is not the Judaism that the person they're talking to experiences."

Knowledge Acquisition

occurs through authentic peer interaction rather than formal study. "I would be hard pressed to believe there isn't some literacy building that's going on in these conversations between teens."

Personal growth

happens when North American teens "rethink what does it mean to be a young person outside North America."

Synagogues - Community Engagement & Peoplehood

Congregations use One2One to demonstrate Jewish values through visible teen engagement. Rebecca Hirschwerk has participating teens give presentations to the congregation and write newsletter articles. This ensures:

> *"The congregation sees the connection of all of our generations together, that they are witness to what our young people are doing, but also can kind of feel like they're a part of it."*

The value goes beyond the benefit to individual participants:

Intergenerational bonds
Adult members witness teen engagement with Israel

Values in Action
The congregation sees commitment to Israel playing out

Community building
Teen presentations create shared experiences across age groups

Recruitment tool
Visible success motivates other teens to participate, with parents encouraging involvement after seeing presentations

The program aligns with synagogues' broader educational missions. Rebecca explained that "everything that we do here is about building that sense of belonging to each other, but also to the Jewish people." One2One provides tangible opportunities for teens to explore these relationships through peer encounters.

Youth Movements Enhance Established Israel Engagement Culture

Youth Movements with existing Israel programming find One2One enhances their established frameworks for Israel engagement.

BBYO's global infrastructure creates natural integration opportunities.

Robyn Judelsohn explained that BBYO already operates as "an organization that is set up to create relationships with teens all over the world" through summer programs, conventions, and existing Israel programming.

UJIA reaches 55-60% of Britain's Jewish 16-year-old population through established youth movements that range from those with "really distinct core ideology" to "pluralist in the middle" movements that serve as "catch all" organizations. Despite their ideological differences, all participate in what Adam Waters described as a decades-long cultural tradition of Israel trips.

Post October 7th, One2One played a vital role for both UJIA and BBYO:

BBYO: Sustained Connection

Robyn Judelsohn found the program "even more important" when unable to send teens to Israel post-October 7th, providing connection "on the broadest scale" during a period when traditional programming ceased.

UJIA: Enhanced Trip Prep

One2One enhances trip preparation for those who continue to travel to Israel. For those who choose not to travel to Israel, One2One makes a relationship to Israel possible. One2One also provides entry points for previously unengaged teens through Mosaic travel grants that mandate One2One participation.

Conclusion: A Platform for Advancing Educational Needs While Building Jewish Peoplehood

Partners across different educational contexts—schools, trip organizers, synagogues, youth movements—choose One2One because it uniquely advances multiple institutional priorities simultaneously:

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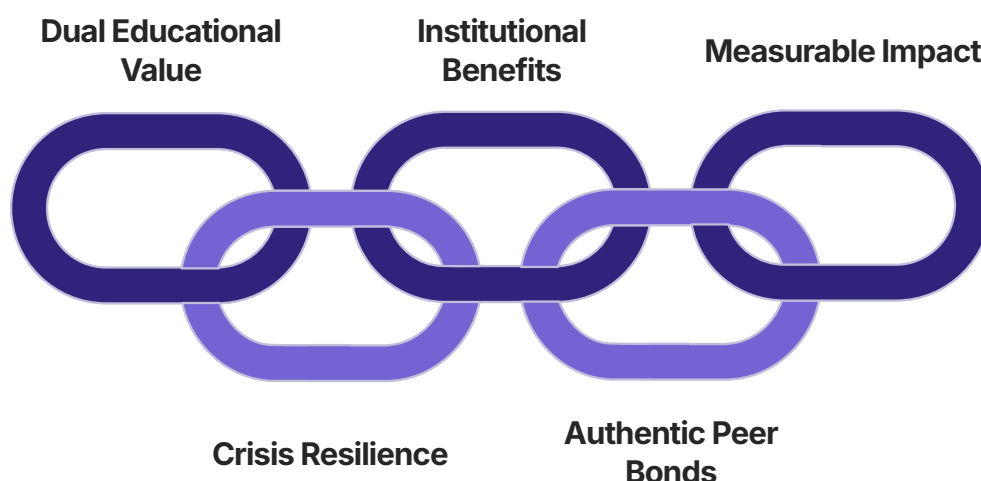
Dual educational value

The program serves practical needs like language acquisition and trip preparation while building Jewish peoplehood through authentic peer relationships

2

Crisis resilience

When October 7th made physical gatherings impossible, One2One proved its value as a vital platform, enabling partners to maintain Israel engagement when traditional programming stopped

This combination of educational outcomes, crisis resilience, and measurable institutional benefits explains why partners view One2One not as another program to try, but as a valuable platform for advancing their educational and community agendas.

Dual Educational Value   Institutional Benefits   Measurable Impact

Crisis Resilience   Authentic Peer Bonds

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III: Best Practices

This section presents strategies and emerging best practices for creating and sustaining One2One partnerships. These practices address key challenges partners identify while suggesting approaches to maximize educational impact. Understanding these elements helps partners learn from others' experiences and adapt successful strategies to their own contexts while enabling One2One to guide partners more effectively toward maximum benefit.

1

Facilitating Impactful Relationships

One2One uses an intake questionnaire where participants describe their hobbies and interests. An algorithm creates conversational partner matches based on this information. Incentives that encourage commitment and desire for continued connection, as well as effective pre-program orientation can further enhance the relationships.

2

Educational Integration That Amplifies Impact

Embedding One2One experiences into broader educational frameworks through systematic preparation, classroom integration, and community presentations.

3

Supporting Teen Ownership While Ensuring Quality

Trusting teens to drive meaningful conversations while providing program structure that prevents confusion and creates safe spaces for teens to give agency.

4

Operational Excellence That Sustains Partnerships

Developing systematic practices that prevent confusion, maintain clear communication, and support all participants throughout the program.

1. Facilitating Impactful Relationships
The Matching Process

One2One excels at matching participating teens. Currently 62% of participants report their match as perfect while another 31% describe it as "good enough." Partners consistently identify matching as the foundation for meaningful and impactful conversations. The following are best practices for matching, some of which are currently part of the One2One platform while others are suggested by the partners.

Personality and Interest Compatibility

Central to the matching questionnaire are hobbies and interests

Most interviewees note a high level of compatibility with their conversation partners, especially concerning hobbies and interests having to do with daily life.

Preliminary questionnaire enables successful matching

Filling out a preliminary questionnaire enables the One2One system to match the teens, which teens feel contributes to a sense of closeness, intimacy, honest dialogue, and openness.

Enhanced matching through personality traits

Partners recommend placing greater emphasis on questions about personality traits in the matching questionnaire to improve partner compatibility and lead to more meaningful interactions.

Incentivizing Committed Participation

The quality of a One2One match also depends on the commitment of both teens to the five conversations. Partners identify various incentive structures that both incentivize participation and encourage commitment to participating in all the meetings.

Current Incentives:

Israeli students earn academic credit through course grades and matriculation requirements. RootOne and Mosaic provide travel vouchers for Israel travel in exchange for completing pre and post trip activities, including One2One as a pre-trip option.

Partner suggestions for enhanced incentives:

- **Academic credit equivalency:** Sally Goldaper suggests that teens participating in Hebrew classes in schools abroad also receive academic credits so that non Israeli teens experience similar commitment levels as Israeli participants

- **Programming credits over generic rewards:** Robyn Judelsohn suggests providing credits toward future BBYO programs rather than generic rewards like gift cards, creating incentives that lead teens toward additional Jewish experiences and in-person encounters with other Jewish teens

- **Crisis messaging for community purpose:** Rebecca Hirschwerk discovered that crisis-motivated messaging like "standing with Israel" creates urgency and community purpose that motivates teens to participate.

Extending Relationships Beyond the Program

Partners observe that meaningful One2One relationships often extend beyond the five formal meetings. As noted previously, 62% of the teens report wanting to maintain contact and 46% imagine future visits with their conversation partners.

Current Approach:

Teens naturally extend connections through social media, with 49% already connecting outside official meetings through platforms like WhatsApp and Instagram. Some relationships continue organically with occasional messages months after formal sessions end.

Partner Suggestions for Continued Connection:

Direct invitations to Israel events: Jonathan Fass from RootOne suggests that American teens invite their Israeli conversation partners during their final One2One meeting to attend RootOne events when the American visits Israel, creating a natural transition from virtual conversations to face-to-face meetings during the trip.

Regional matching for tour integration:

Adam Waters from UJIA recommends matching conversation partners based on established partner-region relationships, so when British teens visit their partner communities in Israel, tour itineraries can include meetings with their One2One conversation partners who live in those same regions.

Post-trip follow-up sessions:

Fass also suggests changing the five meeting pre-trip curriculum to a four meeting pre-trip structure plus one post-trip session: "What if there were 4 sessions and then one session when the teen came back?" to maintain connection after Israel travel.

Pre-Program Orientation

While some partners conduct an orientation session before One2One conversations begin, most teens enter the program without systematic preparation about program expectations, cultural differences, or communication strategies. Teens typically learn these elements through direct experience during their meetings. Partners suggest that a pre-program orientation could help teens better navigate the initial conversations.

Partner Suggestions for a Pre-Program Orientation

Group orientation sessions for cohort preparation

Partners recommend launch events that build momentum while establishing shared understanding among participants. These preparation sessions help set clear expectations and reduce teen anxiety before conversations begin.

Cultural awareness

Partners recommend orientation sessions about cultural differences:

- **Awareness of communication styles** - differences in directness and conversation rhythm
- Different **Jewish expressions and cultural expectations**
- **Minority/Majority Wordviews**: Sally Goldaper notes that Israeli students often lack awareness of Jewish life outside of Israel as minority experience, while non Israeli teens benefit from understanding how Israelis live in a Jewish-majority society where being Jewish represents the cultural norm rather than requiring active choice and navigation

2. Educational Integration that Amplifies Impact

Partnerships that systematically embed One2One experiences into broader educational frameworks are likely to achieve stronger outcomes than those treating the online encounters as isolated activities. Partners maximize impact by using pre-program preparation, educational integration, and follow-up to multiply the value of the One2One conversations.

The Thursday-Sunday-Monday Cycle

The following is a previously mentioned example of an educational integration developed by Iris Malka for her Israeli students.

Thursday preparation builds foundation	**Sunday meetings benefit from preparation**	**Monday debriefing reinforces learning**
Teachers introduce the One2One conversation topics and suggestions for starting questions, show relevant films like *HaYehudi HaChadash*, and help students feel prepared.	Students enter conversations with confidence, using suggested talking points as safety nets when needed to move beyond surface-level interaction.	Teachers ask: "What did you gain from the conversation?" while students share discoveries with classmates, creating peer interest and addressing cultural questions collectively.

Community Presentations Extend Impact

Several partners have students present their One2One experiences to broader audiences through congregation presentations, newsletter articles, or school assemblies. These presentations extend program impact beyond individual participants while demonstrating institutional values in action. Partners observe that community presentations create ripple effects that benefit both students and institutions.

Partner Approaches to Community Presentations:

Teen presentations create intergenerational connection

Students share One2One insights with congregations and families, with parents expressing increased interest in Israel programming after hearing student experiences

Written reflections provide ongoing content

Teen-authored newsletter articles give students opportunities to reflect while providing organizations with authentic content for communications

Institutional visibility supports program advocacy

Language departments use presentations to demonstrate innovation to boards while youth organizations showcase educational impact to funders

3. Teen Ownership / Ensuring Quality

One2One's strength lies in trusting teens to drive their own meaningful conversations while providing program structure that prevents confusion or uncomfortable silence. Partners observe wide variation in how teens engage with the suggested conversation topics and social relationships.

Topics Teens Choose Versus Topics We Impose

Most teens engage with "getting to know you" conversations while fewer address more challenging topics such as Jewish peoplehood, mutual responsibility, or contemporary issues. This variation reflects different comfort levels, backgrounds, and interests among participants. Partners recognize that forcing uniform engagement with prescribed topics can undermine authentic relationships.

Daily life and shared interests: Teens prefer exploring similarities and differences in daily life, with school experiences, hobbies, and family traditions creating a foundation for authentic cultural understanding

Readiness levels determine conversation depth : Teens with strong Jewish backgrounds more readily engage in peoplehood focused discussions, while those with minimal Jewish engagement focus on personal sharing, with a natural progression occurring when teens feel ready

Multiple pathways prevent alienation: Some teens explore contemporary issues like antisemitism and security concerns, others focus on pop culture and teenage life, with all pathways potentially leading to meaningful cross-cultural learning and a deeper experience of Jewish Peoplehood

Enabling Honest and Supportive Conversations

The peer-to-peer format without adult presence enables conversations that might not occur in formal settings.

Partners particularly note benefits for students who struggle academically or feel uncomfortable in traditional classroom discussions. The combination of geographic distance and peer equality creates unique conditions for honest exploration of questions about Jewish practice, belief, and belonging.

Partner Insights on Creating Safe Spaces

Non-judgemental environments benefit struggling learners

Students who rarely speak in class find voice through peer support, with a teen who is more accepting of language mistakes than their classmates who might criticize pronunciation

Geographic distance enables honest exploration

Physical separation creates psychological safety for discussing sensitive topics, questions about Jewish practice, and uncertainties about belief that teens wouldn't raise with local peers who know their families

Crisis processing through shared experience

Virtual meetings during challenging periods like October 7th provide peer support for processing trauma and discussing rising antisemitism from both Israeli and non-Israeli perspectives

Technology Enhances Relationships

Teens naturally incorporate technology to deepen their One2One relationships, sharing songs, photos, and social media content between formal meetings. Partners observe that these informal exchanges often become more memorable than planned discussion topics. However, teachers emphasize that video conversation (where the partners see each other) remains essential for authentic dialogue and language practice, in which each is focused on the other.

Partner Perspectives on Technology Use

Social media extends program boundaries naturally

49% of participants connect outside official meetings through WhatsApp or Instagram, with song sharing, photo exchanges, and meme sending creating ongoing connection between scheduled conversations

Visual sharing makes culture tangible

Teens show their rooms, neighborhoods, and daily environments during video calls, with family photos, local food, and holiday celebrations making cultural differences concrete and personal

Platform reliability affects relationship development

Technical problems that prevent meetings or create poor audio/video quality can undermine connection, with partners emphasizing need for reliable technical support and backup communication methods

Adult Support Without Adult Intrusion

Adults provide essential structure and support without being present during actual conversations. Teachers can prepare students beforehand and debrief afterward, but teen-to-teen meetings occur independently. Partners identify this balance as critical for authentic relationship development rather than the teens engaging in the conversations for adult approval.

Enabling confidence without constraining autonomy

Teachers provide background information and cultural context that help students feel ready, with conversation prompts serving as resources rather than requirements

Available but unobtrusive

Teachers can decide whether to remain reachable during meeting times for technical emergencies, with clear protocols for serious communication breakdowns while preserving the peer-to-peer nature of conversations

Post-conversation processing

Teachers help students articulate insights through guided questions, address cultural misunderstandings constructively, and connect individual experiences to broader educational goals without diminishing personal meaning

Institutional variation requires flexibility: Different organizations (schools, youth movements, congregations, Israel trip organizers) bring varying resources, time constraints, and educational philosophies to One2One implementation. Partners suggest that sharing best practices with one another could strengthen overall program quality while respecting each organization's unique context and capacity.

4. Operational Excellence

Effective One2One partnerships require systematic operational practices that prevent confusion and support both staff and the participants throughout the program.

Clear Communication Protocols Prevent Confusion

Information currently flows through multiple layers - from ENTER to key contacts at partner institutions to their educators, and from educators to families - setting the conditions for miscommunication. When technical issues arise, parents call local organizations who sometimes lack direct contact with ENTER support staff. Partners identify this multi-layer communication as a significant operational challenge.

Partner Suggestions for Communication Clarity:

- **Streamlined information flow reduces confusion**: Direct communication paths eliminate telephone tag, with clear designation of whom to contact for technical problems versus scheduling conflicts and regular communication schedules

- **Designated contact points for different issues**: Families and coordinators need to know exactly whom to reach for technical support, educational coordination, or administrative concerns.

Documentation for Continuous Improvement

Documentation systems enable continuous improvement: Systematic tracking of participation rates, technical problems, and participant feedback helps identify Partners see patterns and refine procedures.

Registration Timing and Logistics Matter

Some of the partners report challenges with registration timing and logistics. Israeli teachers struggle when students register independently months before program start, while partners from around the world face difficulties aligning One2One's calendar with their organizational rhythms. Timing misalignments impact participation rates and program outcomes.

Partner Insights for Improving Registration

Compressed timelines reduce procrastination

Some Israeli students register in September for their February program. Teachers report students forgetting they registered leading to a last-minute scramble to get everyone on board.

In-class registration ensures participation

Teachers who dedicate class time to supervised registration report near-complete enrollment, avoiding problems stemming from home registration where students forget or encounter technical barriers.

Calendar alignment improves coordination

Partners need One2One timing to align with their organizational rhythms - RootOne adjusts cohort timing to avoid conflicts with North American school schedules, and youth movements prefer programming that doesn't compete with major events or exam periods. For example, BBYO suggests starting after their February International Convention when teens are most engaged.

Professional Orientation to Establish Clear Protocols

Partners strongly support coordinated orientation sessions for educators and organizational coordinators before One2One begins. These meetings with ENTER representatives establish relationships, clarify procedures, and create shared understanding of roles and responsibilities.

Coordinated Meetings

Escalation Protocols

Teacher Training
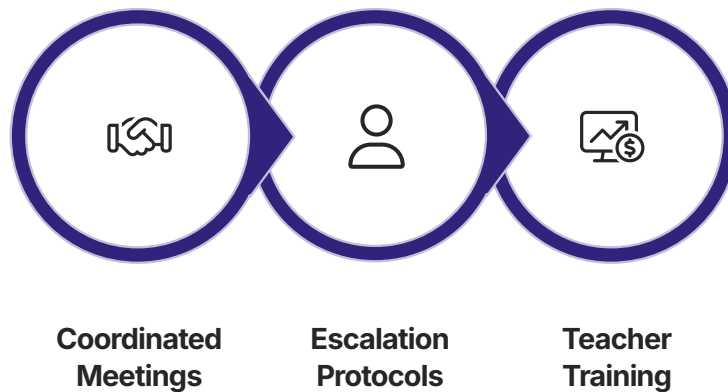
Establish working relationships

Initial sessions bring together organizational coordinators, teachers, and One2One staff to establish direct communication channels, clarify support roles, and ensure everyone understands procedures before programming begins.

Clear escalation protocols

Orientation establishes who handles technical problems versus educational questions versus administrative issues, ensuring staff know exactly whom to contact when different situations arise.

Teacher training

Professional development sessions prepare educators for proven classroom integration strategies including the Thursday-Sunday-Monday cycle and community integration strategies.

Systematic Feedback Enables Improvement

Partners receive data on participation and can also benefit from outcomes data to assess effectiveness and demonstrate value. With data partners can assess effectiveness, adjust strategies, or demonstrate value to stakeholders.
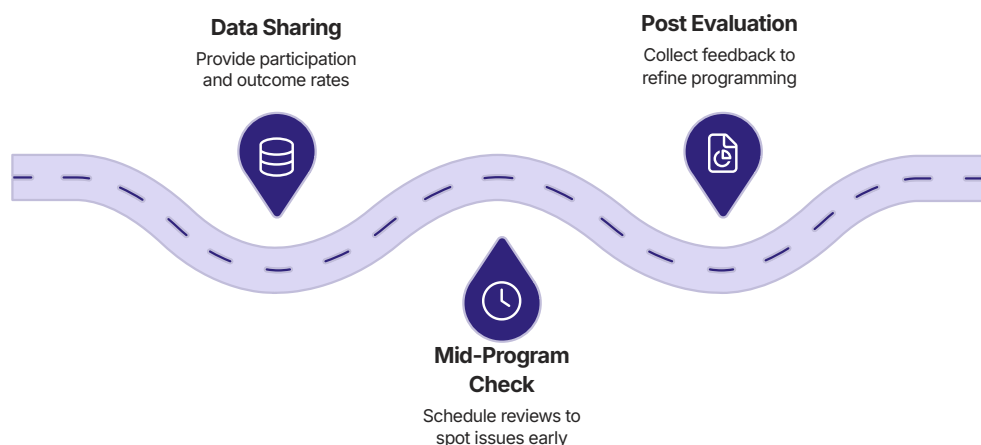
Partner Needs for Systematic Feedback

Regular data sharing demonstrates impact

Partners need participation rates, completion statistics, and outcome trends to inform recruitment strategies, assess effectiveness, and provide content for board reports and fundraising

Mid-program check-ins identify problems early

Scheduled reviews enable timely intervention for technical problems, struggling partnerships, and sharing of innovations across partner organizations

Post-program evaluation drives refinement: Systematic collection of participant feedback, teacher insights, and family perspectives enables evidence-based improvement of procedures and professional development priorities, with results shared with partners to inform their own program enhancements

Data Sharing
Provide participation
and outcome rates

Post Evaluation
Collect feedback to
refine programming

**Mid-Program
Check**
Schedule reviews to
spot issues early

IV: Partnership Models

One2One currently operates through four distinct partnership models, each adapting the core peer connection framework to different institutional contexts. These models emerged from five years of experimentation with diverse Jewish organizations seeking authentic connections for their teens. Understanding how each model functions helps institutions identify their optimal approach while enabling ENTER to support the different partnerships.

✈️

Trip Incentives - "The RootOne Model"

RootOne's partnership with One2One leverages the motivation for Israel travel to motivate participants to enter into and maintain independent relationships.

Teens pursuing RootOne vouchers to subsidize their Israel trip costs must complete a pre-trip program, with One2One offered as one option among several choices. Those selecting One2One register individually through the platform, often with parent encouragement and support in managing registration and maintaining their meeting schedule. Participants complete five sessions to fulfill their pre-trip requirement. The model reduces institutional coordination requirements while maintaining high completion rates .

Making Israel tangible

One2One helps teens develop authentic connection to Israel through their conversation partner, creating a personal relationship with an Israeli peer that makes the upcoming trip feel more real and less foreign.

Ownership

Teens who choose One2One from multiple pre-trip options bring stronger motivation to their conversations, with personal choice creating deeper investment in building a relationship with their Israeli peer.

Implementation Considerations for the RootOne Model

RootOne partners with youth movements and travel organizations who operate the actual Israel trips, with RootOne providing voucher incentives and coordinating pre-trip and post-trip programming.

Organizational Support

Organizations focus on promoting One2One to eligible teens and providing registration assistance, with parents often helping teens navigate the sign-up process and maintain their meeting schedules.

Clear communication

Teens and families need to understand voucher requirements, completion deadlines, and contingency plans for situations where conversation partners drop out or meetings must be rescheduled.

Calendar coordination

Timing adjustments to improve program flow, to better align with North American school schedules and avoid conflicts with academic commitments, allowing teens to complete their five sessions before summer travel.

Continuing Relationship Opportunities

No systematic process exists to facilitate in-person meetings when RootOne tens arrive in Israel, or continuing the relationship post-trip. Jonathan Fass suggests:

- **Direct invitations to Israel events**: During the final One2One session, American teens can personally invite their Israeli partners to attend RootOne's Big Tent event or other gatherings during the Americans' Israel visit.

- **Post-trip reflection session**: Restructuring from five pre-trip sessions to "4 sessions and then one session when the teen came back."

B. Curriculum Integration for Systematic Impact - "The Language Model"

Dr. Tziona Levi, Director of Languages at Israel's Ministry of Education, views One2One as serving dual purposes: authentic language practice and Jewish peoplehood development. Implementation varies significantly - some teachers like Iris Malka at Revivim High School develop Thursday preparation, Sunday conversation, and Monday debriefing cycles, while others simply require participation. When integrated into classroom teaching, students learn from each other's discoveries, enhancing both language acquisition and Jewish peoplehood education benefits.

Classroom Integration Amplifies Learning

Grade requirements ensure commitment

Both Iris Malka at Revivim High School and Rene Isser at Berman Hebrew Academy report that academic credit drives consistent participation.

Peer learning multiplies impact

When teachers facilitate classroom sharing of One2One experiences, students learn from each other's discoveries about Jewish diversity and Israeli life, creating curiosity that motivates future participation.

Implementation Considerations for the Language Model

Teacher preparation determines program quality

Sally Goldaper, Spanish Language Supervisor for Israel's Ministry of Education, emphasizes that teachers need orientation "not just for technical reasons" but to understand how to support students effectively throughout the program and guide them through the One2One platform.

Dual registration pathways create tracking challenges

Some of Rene Isser's students register through RootOne for travel vouchers rather than through their school. This prevents her from tracking participation and allocating academic credit.

Partnership Enhancement Opportunities:

Incentives

Enhancing academic incentives for the Israelis and creating credit or recognition structures on the American side as well.

Teacher-to-teacher mifgashim

Dr. Tziona Levi envisions extending the model to professional development, teacher to teacher mifgashim to help educators better understand their counterparts' Jewish communities and educational contexts.

Tracking registration and participation

Schools need to track which students participate through RootOne to provide academic credit and support classroom integration.

C. Community Programming for Broader Impact - "The Experiential Education Model"

Synagogues and community organizations position One2One as signature Israel engagement programming whose benefits that extends to the community.

Teen presentations engage entire congregations

- Rebecca Hirschwerk has participants present their experiences and write newsletter articles, ensuring "the congregation sees the connection of all of our generations together, that they are witness to what our young people doing, but also can kind of feel like they're a part of it."

Building a Group Learning Experience:

- Direct RootOne individual registration model limits Rebecca's ability to build a learning community - unlike classroom settings where teens share experiences weekly, her synagogue's participants meet their Israeli partners separately without peer interaction.

Grade-level cohorts create shared experience

- Rebecca envisions making One2One the signature 10th grade experience - just as "Adopt a Survivor" is automatically expected for 8th graders - rather than competing with Holocaust education, interfaith dialogue, and other optional programs. Having all 10th graders participate together as a cohort would create the peer community she currently struggles to build while establishing predictable annual participation.

Institutional pairing enables group activities

- Beyond individual teen pairings, Rebecca Hirschwerk proposes partnering her synagogue with a specific Israeli school class, maintaining one-to-one conversations while adding collective virtual events: "Have the opportunity to work with this school in Israel, doing One2One, meeting them individually... But then, maybe coming together on a holiday or two during the year as a community."

D. Leveraging Infrastructure for Scale - "The Movement Model"

For youth movements built-in recruitment channels through membership rolls and movement-wide Israel tour expectations create natural pathways for One2One integration. Organizations like UJIA and BBYO combine individual registration and trip incentives similar to RootOne while working through their established youth movement infrastructure. Robyn Judelsohn, Chief Movement Experiences Officer at BBYO, explains that One2One fits naturally within BBYO's established Israel engagement infrastructure, including their annual summer programs and conventions with Israeli participants.

Youth movements provide unparalleled recruitment infrastructure - UJIA reaches "55 to 60% of the cohort" of British Jewish 16-year-olds (approximately 1,100-1,200 teens annually) through established youth movements. BBYO operates as the largest international Jewish youth movement with tens of thousands of members.

Implementation Considerations for Movement Organizations:

Balancing educational goals with staffing realities

In preparing participants for their One2One conversations, Robyn Judelsohn notes the importance of guiding teens through basic preparatory conversations that explore questions like, "what does it mean to have this kind of relationship?" These sessions help create understanding and dialogue even with limited staff resources.

Dual recruitment pathways require coordination

Like schools and synagogues, youth movements face challenges when teens register independently through RootOne. Robyn Judelsohn explains that BBYO evolved from relying solely on RootOne recruitment to a more hands-on approach because "it's more effective when I can encourage teens to engage directly with BBYO and begin building that connection from the start."
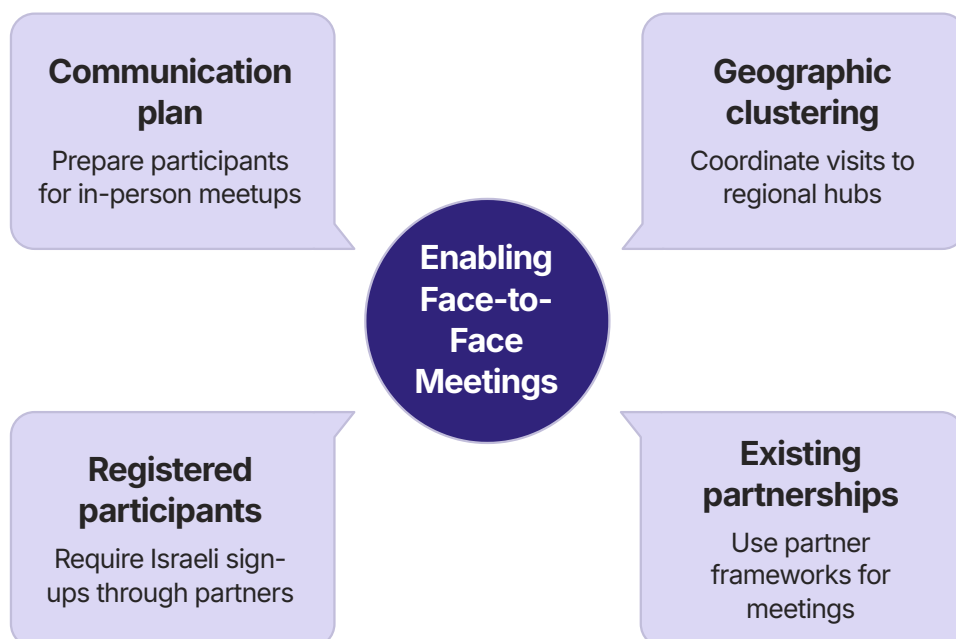
Partnership Enhancement Opportunities:

Launch events where all the movement coordinators and an ENTER representative could establish relationships and procedures.

Program credits: Robyn Judelsohn providing credits toward future programs. The credits would create pathways for deeper engagement going forward.

Enabling face-to-face meetings during Israel trips

Movement organizations seek ways to transform online One2One relationships into in-person encounters when groups travel to Israel.

- **Geographic clustering**: Israeli participants come in from specific geographic regions, making it possible for a trip provider to visit that region during the their teens Israel trip.

- **Leveraging existing partnerships**: Movements with partner communities or sister movements in Israel, provide ready-made frameworks for arranging meetings provided that the Israeli participants register through those frameworks.

Communication plan
Prepare participants for in-person meetups

Geographic clustering
Coordinate visits to regional hubs

Enabling Face-to-Face Meetings

Registered participants
Require Israeli sign-ups through partners

Existing partnerships
Use partner frameworks for meetings

Discussion and Recommendations

Each section of this report reviewed key learnings to inform the future expansion of the One2One platform:

1

Why One2One Works for Teens

Authentic peer relationships enable teens to deepen their sense of belonging to the Jewish People through participant-driven conversations and reflection on their Jewish experiences.

2

Why One2One Works for Partners

Institutions choose One2One because it advances their existing missions - from language acquisition to trip preparation to community engagement - while providing crisis-resilient Israel relationships.

3

Best Practices

Four areas where partners achieve strongest outcomes:

1. Impactful Matches
2. Educational integration
3. Supporting teen ownership
4. Operational excellence.

4

Partnership Models

Four distinct models:

1. Trip incentives
2. Curriculum integration
3. Community programming
4. Leveraging movement infrastructure.

Choosing the Right Partnership Model

One2One's experience across diverse partnerships demonstrates that organizations achieve strongest outcomes when they select or develop implementation models that incorporate foundational insights and best practices detailed in this report.

Each of the four partnership models integrate insights about what motivates teens, what drives partner commitment, which practices maximize impact, and how different organizational contexts require tailored approaches. ENTER can guide partners in adapting elements from the different models or creating entirely new frameworks that better serve a particular partner while maintaining best practices.

Questions for Partners to Consider:

- **Teen motivation**: What authentic interests do your teens already have that One2One could build upon? What incentives or other motivational structures can you put into place to build on their interests?

- **Partner commitment**: How does One2One advance your existing mission and strategic priorities?

- **Impact practices**: Which preparation, matching, and support approaches will maximize outcomes for your specific context?

- **Organizational adaptation**: How can we customize One2One implementation while preserving foundational practices necessary for deep and meaningful Peoplehood impact?

Teen Motivation   Impact Practices

Partner   Organizational
Commitment   Adaptation
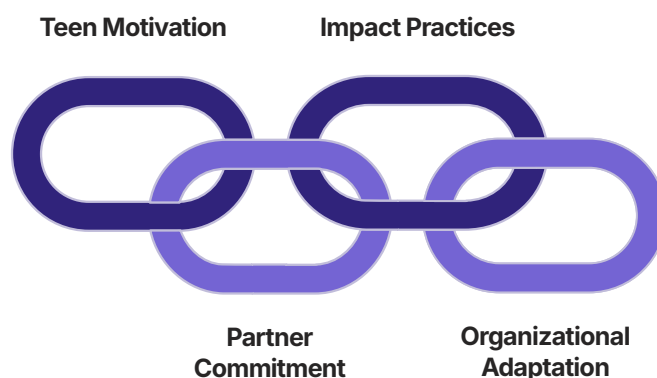
Teen Motivation

To maximize engagement, One2One builds on teens' genuine interests and aligns with partner enthusiasm. Across all models, content is participant-driven. Provide conversation starters, but allow teens to guide discussions and explore topics naturally, such as getting to know each other or sharing family and Jewish experiences, at their own pace.

Recognizing how the teens' motivation resonates with the interest of One2One partners is important for effective recruitment, logistical and educational support:

Trip-motivated teens → **RootOne Model**: Builds on existing motivation for Israel experiences through individual registration and trip incentives.

Academic achievement-focused teens → **School Model**: Integrates curriculum with grade incentives and classroom structure, leveraging familiar academic frameworks.

Community-connected teens → **Synagogue/Community Model**: Provides a concrete way for teens to contribute to congregational efforts to support Israel by connecting with an Israeli.

Movement-engaged teens → **Youth Movement Model**: Leverages existing youth movement infrastructure, peer networks, and established Israel engagement practices.

Partner Commitment

Partners commit when One2One aligns with their existing goals and have dedicated advocates within their organizations:

Align with existing priorities

Programs that enhance institutional values (e.g., language instruction, trip preparation, Israel engagement).

Cultivate advocates

Dedicated in-house advocates (teachers, rabbis, directors) are essential to navigate institutional culture and sustain partnerships.

Impact Practices

Professional coordination

Clear communication and systematic orientation prevent confusion and support participants.

Educational integration

Preparation, debriefing, and linking One2One experiences to regular educational practice amplifies impact.

Community presentations

Teens sharing their experiences extend reach, demonstrate program value, and foster intergenerational engagement.

Online to in-person

Connecting conversation partners during Israel trips is an aspirational goal, not yet systematically implemented.

Organizational Adaptations

Different organizational contexts require customized approaches that preserve core program elements while accommodating local constraints and opportunities:

Preserve authentic peer relationships while customizing

Partners customize One2One - gender-specific matching for religious schools, timing adjustments for organizational calendars, and modified incentive systems - while maintaining the core element of teen-driven conversations without adult supervision.

Customize support systems while maintaining relationship focus

Different organizations provide preparation through classroom instruction, community workshops, or family engagement, but effective adaptations consistently prioritize helping teens build authentic relationships rather than completing formal educational tasks or projects.

Adapt conversation frameworks while protecting participant autonomy

Organizations can modify suggested topics for their communities and provide culturally relevant preparation materials, but partners report strongest outcomes when teens retain choice over conversation depth and direction.

Strategic Opportunities

As One2One evolves from a teen focused program to a platform serving diverse populations, several expansion opportunities emerge.

Diverse teen populations through language tracks

The Spanish language pilot's positive results demonstrate potential for French, Portuguese, Russian, and other language communities.

Young adult programs (post-high school)

Partners envision madrichim programs connecting youth leaders across countries for professional development, Birthright participants preparing for or processing their trips, and gap year students maintaining Israel engagement during their studies abroad.

School partnerships

Moving beyond individual classroom adoption toward whole-grade or whole-school implementation with paired relationships between specific schools that could include both individual and group interactions.

Crisis response infrastructure for Jewish resilience

October 7th demonstrated One2One's unique ability to provide immediate peer support during emergencies when physical gatherings become impossible, positioning the platform as essential infrastructure that Jewish communities can activate during future crises.

Strategic Development Recommendations

Academic Incentives

Partners identify the need for mechanisms ensuring accountability - such as requiring non Israeli participants to complete sessions for Hebrew school credit matching Israeli grade requirements.

Collaborate with Israeli Ministry of Education and schools outside of Israel to recognize One2One participation in academic assessments - for Israeli students, integration into English matriculation exams and speaking assessments; for students outside of Israel, credit toward Hebrew language requirements, community service hours, or Jewish studies coursework - creating academic incentives that motivate sustained engagement on both sides.

Enhance Teacher Preparation

Develop professional development based on proven models like the Thursday preparation-Sunday conversation-Monday debriefing cycle, providing teachers with discussion prompts, technical training, and strategies for transforming individual conversations into classroom-wide learning.

Virtual to In-Person Bridges

Create mechanisms for conversation partners to meet during Israel programs by coordinating One2One matching with planned travel itineraries, clustering Israeli participants geographically, and building reunion time into trip schedules that enables the virtual relationship to become in-person.

Improve Information Flow

Develop systems where RootOne or ENTER notifies schools and synagogues when their students register through trip incentive programs, enabling teachers and educators to provide academic credit and integrate these participants into classroom discussions despite dual registration challenges.

Leverage Peoplehood Infused Schools for Institutional Partnerships

ENTER's Peoplehood Infused Schools initiative in Israel creates natural synergy with community partners seeking institutional twinning relationships. These Israeli schools already seek partnerships with communities outside of Israel and have infrastructure for sustained engagement beyond individual student pairings.

One2One can serve as the bridge connecting synagogues and community schools with Peoplehood Infused Schools, using the teen conversation platform to initiate relationships that expand into broader school partnerships.

This approach addresses multiple needs simultaneously - Israeli schools gain the relationships with Jews living abroad that they actively seek, schools and synagogues outside of Israel receive committed institutional partners prepared for both individual teen conversations and collective holiday celebrations, and ENTER maximizes existing relationships rather than building new infrastructure.

Conclusion

This analysis of One2One's development highlights its capacity to adapt across diverse institutional contexts while preserving its essential strength: fostering authentic peer relationships that yield impactful Jewish outcomes. The four partnership models each provide distinct pathways for implementation and serve as blueprints for adaptation by new partners. Ultimately, outcomes are determined by the degree of alignment - each partners logistical and educational capacity, the characteristics of its target population, and its organizational priorities.

Platform adaptability

The ability to adapt across diverse contexts while preserving the core principles of meaningful relationship-building positions One2One as a foundational infrastructure for Jewish education—one in which geographical boundaries are no longer an obstacle.

Educational innovation

The platform provides immediate access to global Jewish peers without the obstacles of travel, sustains educational programming during times of crisis, and facilitates authentic cross-cultural encounters that are difficult to replicate in traditional classroom environments.

Sustainable scaling

As One2One expands from thousands to tens of thousands of participants, insights from early adopters offer valuable roadmaps for growth—informing strategies that meet both institutional needs and support teen development.