

Jewish Community Centers
Association of North America

Annual Report
2003



THE MOVEMENT
STARTS HERE



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STARTS HERE**

From East to West, North to South, the JCC Movement Covers the Continent.

Akron	Canton	Ft. Lauderdale	Montreal	Richmond	Tampa
Albany	Cedarhurst	Ft. Myers	Mount Vernon	Rochester	Tarrytown
Albuquerque	Charleston	Hamilton	Nashville	Rockland	Tenafly
Allentown	Charlotte	Harrisburg	New Haven	Rockville	Toledo
Altoona	Cherry Hill	Hartford	New Orleans	St. Louis	Toronto
Ann Arbor	Chicago	Hollywood	Newburgh	St. Paul	Trenton
Asheville	Cincinnati	Houston	Norfolk	Salt Lake City	Tucson
Atlanta	Cleveland	Indianapolis	Oceanside	San Antonio	Tulsa
Augusta	Clifton	Jacksonville	Omaha	San Diego	Utica
Austin	Columbia	Knoxville	Orlando	San Francisco	Vancouver
Baltimore	Columbus	Lancaster	Ottawa	San Raphael	Walnut Creek
Bayonne	Commack	Las Vegas	Overland Park	Santa Barbara	Washington, DC
Belmont	Corpus Christi	Little Neck	Palm Springs	Sarasota	Washington Township
Berkeley	Costa Mesa	London, ON	Palo Alto	Savannah	Wayne
Binghamton	Dallas	Long Beach	Peabody	Scarsdale	Westboro
Birmingham	Dayton	Los Angeles	Philadelphia	Schenectady	West Orange
Boca Raton	Deal Park	Louisville	Phoenix	Scotch Plains	West Palm Beach
Boston	Des Moines	Manalapan	Pittsburgh	Scranton	Wilmington
Boulder	Detroit	Manhattan	Plainview	Seattle	Windsor
Bridgewater	East Hills	Marblehead	Pleasantville	Southbury	Winnipeg
Bronx	Edmonton	Memphis	Portland, ME	Springfield	Worcester
Brooklyn	Fairfax	Miami	Portland, OR	Stamford	York
Buffalo	Fairfield	Milwaukee	Providence	Staten Island	Youngstown
Calgary	Forest Hills	Minneapolis	Raleigh	Syracuse	



Edward H. Kaplan



Allan Finkelstein

It is with great pride that we share in this annual report the accomplishments of JCC Association in 2003, another year of service to our local JCCs and federations, and to the North American Jewish community. We focused our efforts last year on strengthening the local JCC in its role as builder of its Jewish community. With the generous assistance of our chair, Edward H. Kaplan, and a group of supporters, we created The New Initiatives Fund, an unprecedented “venture” to do things we had only dreamed of, to directly address the expressed needs of JCCs, and to be a catalyst for the aid of other donors. You will see the results of this incredible gesture throughout this report. Our emphasis on new program development, on the training of our professionals, and on specific efforts to strengthen JCCs have paid numerous dividends already, and we have completed only the first of four years.

During this year, we will continue to build on the many directions that were set. We will, among many initiatives,

- Release *Hagshama: Realizing our Future, A Commission on JCCs in the 21st Century*.
- Begin seventh class of the Executive Development Training program
- Put plans in place for the first JCC Maccabi Arts Festival, building on the successful model of the JCC Maccabi Games® to serve an entirely new teen population
- Oversee the rollout of An Ethical Start® to a larger number of JCC preschools
- Develop the first programs of T.A.G., the new Jewish education initiative in camping from the JCC Association Center for Jewish Education
- Celebrate the JCCs of North America Biennial 2004 in Montreal
- Nurture the growth of a new continental Preferred Vendors program to assist JCCs in their purchasing
- Initiate a new database management system developed at the request of JCC executive directors
- Enhance our website to enable interactive relationships with our constituents

Every year lays the groundwork for the next. The year 2003 constructed a firm foundation for an important array of JCC Association services to build the JCC Movement.

A handwritten signature in black ink, reading "Allan Finkelstein".

Allan Finkelstein

President

THE JCC MOVEMENT IS ALIVE AND FLOURISHING. So says the 2003 National Jewish Population Study. "With regard to membership, the JCC Movement may be said to be the largest in American Jewish life today," says Professor Steven M. Cohen, director of the Florence G. Heller-JCC Association Research Center. When we add all the members of JCCs in Canada, we touch the lives of an enormous number of North American Jews. JCCs serve an astonishing diversity of people—Jews of all ages, physical abilities, and national origins. Jews who are religiously observant and those who aren't, Jews who are married and Jews who are single, Jews who live with other Jews and those who live with non-Jews, Jews who are interested in yoga, or Talmud, or hip-hop. Everyone is welcome at the JCC, and anyone can find something of value there.

JCC Association's mission is to help JCCs accomplish theirs, and 2003 was another year when we dedicated ourselves to providing the direct service and support JCCs expect and the larger Jewish community appreciates. From continental programs such as JCC Maccabi Games®, An Ethical Start®, Preferred Vendors, and Program Partners, to the long-range strategic planning of Hagshama: Realizing Our Future, and the professional benefits of jccworks.com, the JCCs of North America Professional Conference, and JCC Association Graduate Education Scholarships, JCC Association helped JCCs to maintain their high standards and enabled the JCC Movement to retain its leading role in Jewish life.

JCC Association's strategic plan, Hagshama: Realizing Our Future, A Commission on JCCs in the 21st Century

Nothing stays the same. Although JCC Association's last strategic plan *Beyond 2000* is less than six years old, sea changes in Jewish life are impacting the JCC Movement. These shifts can be felt in a transforming funding environment. Changing demographics are also having an effect; the programs and services that are needed and funded today are not the ones sought just a few years ago.

In response to these changes, JCC Association established Hagshama: Realizing Our Future, A Commission on the JCC in the 21st Century to examine these shifts. Members of the Commission include professional and volunteer leaders of national stature both inside and outside the JCC Movement. Over the span of a year, the Commission engaged synagogue and community leaders, academics and foundation heads, federation leadership, as well as those who observe and comment on Jewish life, to get a deeper understanding of the emerging development and

needs of the Jewish community. Through in-depth meetings with JCC professionals and community volunteers all over the continent, the Commission focused on ways to make JCCs relevant to their communities through programs, services, collaborations, and new partnerships.

The Commission's final report will be presented at the Jewish Community Centers of North America Biennial in Montreal in May 2004. At that time, JCC leaders and professionals will work together to devise ways to implement the Commission's findings and apply them to their JCCs. This final step is critical if Hagshama is to have its intended impact.

The viability and continued success of JCCs depends on their being attuned to the needs of the communities they serve. Through Hagshama: Realizing Our Future, JCC Association will be able to give JCCs the information and insight they need to flourish and continue to serve the entire Jewish community in the coming decades. ✨

realizing our future

הגשמה
hagshama
JCCs IN THE 21st CENTURY

JCC Association's New Initiatives Fund underwrites innovative new programs and services to benefit JCCs.

Thanks to the magnanimity and far-reaching vision of our chair, Edward H. Kaplan, and the generosity of a forward-thinking group of philanthropists, JCC Association has established The New Initiatives Fund, a bold plan that is aimed specifically at originating and developing new programming and services to benefit all JCCs. All money contributed to the fund will be dedicated to fresh and innovative initiatives to strengthen local JCCs in the JCC Movement. Such grants can leverage matching gifts from other philanthropists and institutions, and amplify the impact of the fund even further.

The New Initiatives Fund is focused on three areas:

Program Enhancement

Professional Development

JCC Association Efforts to Benefit JCCs

The program enhancement effort will create an exciting new program incubator fund beginning after the 2004 Biennial and the presentation of Hagshama: Realizing Our Future, A Commission on JCCs in the 21st Century. JCC Association will provide grants to JCCs to "incubate" new programs that will address the priorities set in the strategic plan. New Initiatives will join with the Mandel Foundation and other donors in creating a new Judaic program that will impact tens of thousands of day and resident campers in the next few years through the JCC Association Center for Jewish Education. In 2005, the JCC Movement will host the first JCC Maccabi Arts Festival, building on the model of the JCC Maccabi Games to offer an exciting opportunity for teens involved in the arts to come together. A new partnership with GesherCity.org, an exciting virtual community for young adults, offers a new program opportunity for local Jewish communities in reaching this key age group.

The JCC Movement has long been known for top-notch professional development. The newest class of the Executive Development Training Program will begin in early 2004, training the next generation of potential JCC executives. It will be followed by an assistant executive training program that will focus on the many local professionals who desire to be promoted within their agencies and can make long-term contributions while staying in the same agencies. There is also a plan for Advanced Executive Training for those who have been on the job and want to sharpen specific management skills. New Initiatives will also assure implementation of the recommendations of *Centering on Professionals*, the recent study of over 1,800 JCC staff members.

The New Initiatives Fund has directly enhanced JCC Association's ability to provide new benefits to JCCs. The first year has already seen greatly expanded corporate and business partnerships. New corporate relationships creating national account status for the movement have saved JCCs thousands of dollars. A newly hired JCC Association professional is working with JCCs to increase local participation in the JCC Associates program, resulting in direct dues relief, along with raising funds for the JWB Chaplains Council and from JCC Maccabi Games alumni. At the request of JCCs, we are developing a new database management system utilizing the latest technology. A newly redesigned and enhanced JCC Association website allows us to integrate our website and database, providing the ability to communicate with large groups of people, track contacts efficiently, conduct surveys and collect data, and quickly link to individual JCCs.

This incredible visionary effort has already yielded many fruits and will continue to impact the entire JCC Movement for years to come. ✨



JCC Program Partners provides JCCs with continental brand-name programming opportunities in education, the arts, and sports and recreation.

A brand-new JCC Association service had JCC program directors excited in 2003. Building on the success of the popular JCC Association Preferred Vendors program, JCC Association's program services department developed JCC Program Partners as a way for JCCs to tap into programming opportunities with continental brand-name organizations. Myjewishlearning.com is an innovative online Jewish learning site that provides a rich compendium of information and learning opportunities. By providing links on their websites, JCCs can enrich their Jewish-learning offerings to members. The Jewish Women's Archive and National Center for Hebrew Language are other groups that most JCCs would not know if they didn't find them in

JCC Program Partners insures that each partnering organization is reputable and responsible, and negotiates favorable fees for participating JCCs.

JCC Program Partners. Both provide a range of educational materials and programs.

In the sports and recreation area, NFL Flag Football, NHL Street Hockey, and Jr. NBA/Jr. WNBA are three JCC

Program Partners, and these extremely successful programs are attracting enthusiastic kids eager to participate in activities with names they know. The spirited response from JCCs to these initial offerings led to relationships with Major League Soccer Camps and Krav Maga, the Israeli Defense Force fitness program. JCC Program Partners now includes Leading Edge Promotions (the Cartoon Tennis Network), which is a great way to promote children's athletic programs, and Stott Pilates, the largest network of Pilates studios. Stott will certify a JCC's instructor, making the JCC Pilates program trustworthy and competitive.

JCC Program Partners insures that each partnering organization is reputable and responsible, and negotiates favorable fees for participating JCCs. Background information about the program, another way that JCC Association directly benefits JCCs, is accessible on the JCC Association website, www.jcca.org. JCCs can feel confident that the groups in JCC Program Partners are legitimate and deliver high-quality service. JCC Association program services department also maintains a database of musicians, performers, lecturers, visual artists, and dancers, with references from JCCs. It's the place for concrete programming help, whether it's high culture or pop culture, or anything in between. ✨

JCC Association’s Preferred Vendors program saves JCCs money through negotiated national account status with well known suppliers.

In 2003 the expanded Preferred Vendors program added a new tier of products and services that JCCs need and want. A terrific direct cost-cutting benefit, JCC Association’s Preferred Vendors program provides the following for JCCs:

- JCC Association does the legwork in consultation with JCCs to find appropriate suppliers in the U.S. and Canada of everything from pool supplies to office supplies.
- JCC Association negotiates to get every JCC “national account” status. This includes a coordinated continental program of pricing, service, and monthly promotions.
- JCC Association works with each supplier to coordinate a marketing program that communicates the details of the continental program to each JCC, and how it translates to a local program.

- JCC Association provides contact information to suppliers so they can easily provide JCCs with useful information about their products, services, ordering procedures, credit information, delivery service, etc.

JCC Association added Office Depot, among others, to its member-exclusive Preferred Vendors program. With more than 1,000 stores worldwide, 26 distribution centers in the US, and 2,000 Office Depot delivery trucks, Office Depot is able to offer thousands of office supplies at deep discounts, cutting a JCC’s office overhead expenses. JCC Association also added Leslie’s Poolmart, the largest retail pool supplier in the United States, credit-card processor Paymentech, Maintenance Warehouse, and ICI Paints to the program. Canadian JCCs have their own contacts and pricing with several of these vendors. These new suppliers join many more Preferred Vendors, underlining the program’s motto *The Movement Saves Here.* ✨

Preferred Vendors*

American Leisure Corporation
 Attractive Land
 BSN Sports/Sports Supply Group
 Bunk1.com
 Cardio-Theatre
 Club Resource Group
 Crown Trophy
 Cybex
 Flaghouse
 FLG Industries
 FreeMotion Fitness

Hoist Fitness Systems
 ICI Paints
 Kid Call Alert
 Landscape Structures
 Leslie’s Swimming Pool Supplies
 Life Fitness
 Maintenance Warehouse
 Mondo
 The Nautilus Group
 Neptune Benson, Inc.
 New Dimensions

Nugo Nutrition
 Office Depot
 Paymentech
 Precor
 S&S Worldwide
 South Shore Outdoor
 Stott Pilates
 Tandus
 Woodway

* as of November 2003

www.jccworks.com
matches JCCs looking
for staff with job
seekers.



JCC Association's professional development staff is in the midst of applying the information gathered from *Centering on Professionals*, the 2001 personnel study, to staff issues on the ground. Front and center is upgrading the quality of supervision. JCC Association is moving to help JCCs upgrade the quality of supervision as a major step toward improving the retention of qualified professionals. The Professional Development Services Committee formed a plan in 2003 to take the findings of *Centering on Professionals* and create a series of projects and programs that will address the issues. In addition to upgrading supervision, efforts are underway to help JCCs develop ways in which they can recognize and reward the achievements and successes of their professional staff.

In the meantime, vigorous staff recruitment goes on, with many more visits to JCC Association's employment website, www.jccworks.com. In 2003, more than 350 new job seekers have prepared and opened profiles, under the direction of our staff. More than 150 positions have been posted, and over 500 profiles have been sent to JCCs. The professional development staff counsels the hiring JCC on how to post the position, searches the database for qualified candidates, prescreens the candidates, sends profiles to the search committee, and helps the hiring staff understand more about each candidate, saving the hiring JCC time and money by insuring that they see only skilled and capable candidates. The department is also listing positions on www.jewishjobfinder.com, and working on developing relationships with other Internet employment bulletin boards, such as www.workinsports.com.

The annual Executive Seminar in February 2003 brought 82 JCC executives from around the continent to Orlando for four days of learning. The highly acclaimed faculty was supplemented this year by a seminar delivered by the Disney Institute on "Doing it the Disney Way," a dynamic session on improving customer service in JCCs. ✨



www.jccworks.com





JCCs of North America Professional Conference educates and celebrates JCC professionals.

Nearly 500 JCC professionals from 77 JCCs crowded into the Grand Hyatt's auditorium in Washington, D.C. in March to hear renowned trainer Michael Brandwein open the 2003 JCCs of North America Professional Conference. Collaboratively organized by JCC Association and the Association of Jewish Center Professionals (AJCP), the Professional Conference is a biennial opportunity for the people who work in JCCs to enhance their skills, deepen their commitment, and learn from each other through sharing information and experiences. Through hundreds of learning sessions, professionals from all over the United States and Canada were able to discuss the newest developments in their fields, discover new techniques and trends, and share effective strategies.

In addition to recognizing each professional's need for growth and development, the JCC movement honors its own through the presentation of the AJCP awards. This year, as always, it was noted that the professionals who work at JCCs are at the very heart of the JCC Movement. The awards are proudly presented to those who have achieved excellence in their practice, have made extraordinary contributions, and whose work demonstrates the best of professional standards. Through the Professional Conference and other regional and training seminars, JCC Association helps JCCs maintain high professional standards and retain a motivated and expert workforce. ☆

JCC Association Graduate Education Scholarship Program invests in the future of JCC professionals.

With an ongoing recruitment/retention challenge in the JCC Movement and the greater field of Jewish communal service, it is part of JCC Association's mission to educate and train future JCC professionals.

The JCC Association Graduate Education Scholarship Program awards graduate level scholarships to students who intend to make their careers in the JCC Movement. To qualify for a scholarship, recipients must commit to working in the JCC arena for at least two years upon completion of their degrees. Students who receive the scholarships come from wide and diverse educational backgrounds and Jewish affiliations. With the ever rising cost of graduate school tuition and living expenses, it is vital that JCC Association continues to provide funding to students committed to a career in the JCC Movement.

During the 2002-2003 school year JCC Association was able to provide 22 graduate students with scholarships and grants. While many of the recipients are young, new professionals, we also granted scholarship assistance to mid-career professionals. JCC Association is creating a comprehensive program that will benefit all of our scholarship recipients, at any stage of their career.

JCC Association scholarships are granted for two years, during which JCC Association brings the scholarship recipients together several times for professional development and training seminars. This past year, students attended the four-day 2003 JCCs of North America

CONT'D ON PAGE 8

JCC Association Graduate Education Scholarship Program (CONT'D)

Professional Conference in Washington, DC, where they participated in learning sessions and networked with other JCC professionals and volunteers.

Changes to the Program

In the 2002-2003 school year JCC Association implemented exciting changes in the JCC Association Graduate Education Scholarship Program. We committed to increase the award to a maximum of \$10,000 per year. This increase in the amount of scholarship assistance recognizes the concomitant increase in costs to the students. We also added the Tuition-Assistance Program, which provides part-time-student grants for full-time JCC professionals who are working toward a master's degree.

Where Are They Now?

Ten Professional Development Scholars graduated in May and August 2003 and the majority immediately began to work in JCCs, applying their newly developed skills to the field.

- **Tamar Barr** returned to her job as program director at the Rady Jewish Community Centre in Winnipeg, a position she held while attending school in the summer, with her new MSW.
- **Shari Friedman** brought her master's degree in physical education to her job as the assistant physical education director, aquatic director, and JCC Maccabi Games delegation head at the Mid-Island Y JCC in Plainview, New York.
- **Shari Waknin** continued in her job as the director of children, youth, family services, preschool and camp at the Michael-Ann Russell JCC in North Miami Beach with a master's degree in nonprofit management.
- **Beth Bernstein** began working at the JCC in Stamford, Connecticut as the teen director; she received her MSW and master's degree in Jewish studies.
- **Rachel Wallach** received her MSW and master's in Jewish communal service and began working as the West Houston JCC program coordinator.
- **Brian Galinkin** is currently working at the Suffolk Y JCC in Commack, New York, and at the Sid Jacobson JCC in East Hills. He received his MSW.
- **Cara Unowsky** is the American Jewish Joint Distribution Committee's 2003 Ralph I. Goldman Fellow in International Jewish Communal Service. She received her MA in Jewish communal service, and she will begin working in a JCC in September 2004.
- **Carrie Belenfonte** plans to begin working at a JCC during the summer of 2004; she received her MSW.
- **Michelle Klein** received her MA in Jewish communal service and will be the youth and family coordinator at the Miami Beach JCC.
- **Anne Perlmutter** received her MSW and plans to begin working in a JCC during the summer of 2005. ☆



JCC Maccabi Games[®] helps to build Jewish identity in thousands of teens.

This summer, more than five thousand Jewish teens from all over the U.S., Canada, Israel, Mexico, Great Britain, Poland, Ukraine, and Venezuela shared in the fun of competing and the pride of being part of the JCC Maccabi Games, a world-famous Olympic-style event filled with Jewish content and values. The host communities for the 2003 JCC Maccabi Games were the JCCs in Houston, Texas and St. Louis, Missouri, and the JCC on the Palisades in Tenafly, New Jersey.

The JCC Maccabi Games have been offering a life- and personality-shaping experience to Jewish teenagers since 1982. At this Jewish mini-Olympiad, each participant competes in one of 13 sporting events, creating memories that will last a lifetime. Also, every set of Games has a volunteer day called Day of Caring/Day of Sharing when athletes join with local community organizations to work on community service projects.

Over 70,000 teens have benefited from the JCC Maccabi Games since 1982. Over 100 delegations from JCCs took part in the Games in 2003. Over 2,000 generous families provided accommodations for thousands of athletes. More than 1,000 coaches volunteered their time and talent to train and guide the participants throughout the 2003 Games. A total of 16,000 volunteers ensured that the weeklong event ran smoothly.

The JCC Maccabi Games can be called the Olympics for Jewish teens, but they serve a larger purpose than athletic competition. They are a preeminent community-building enterprise, and one of JCC Association's most valuable benefits. The JCC Maccabi Games help keep teens involved in their JCCs through ongoing year-round programs.

The Games would not be as successful without sponsors, and JCC Association is proud to announce that The Coca-Cola Company[®] has renewed and expanded its continental corporate sponsorship relationship with JCC Association for the next five years. The JCC Maccabi Games receive sponsorship funds plus Coca-Cola products for use at the Games. The newest corporate sponsor, The B. Manichewitz Company, LLC, became a continental sponsor of the 2003 JCC Maccabi Games, as well. In addition to a generous financial contribution, they donated a total of 15,000 bags of their brand-new snack product, Noshables[®], to the three host JCCs. ☆





JCC Association's HPER department forges alliances with fitness experts to help JCC fitness centers stay up to date with the latest trends.

Dive in, everyone! JCC Association launched an exciting new sports and recreation program in 2003, one that promises to elevate swimming at the JCC to new heights.

The Lenny Krayzelburg Swim Camp attracted 75 young swimmers to the pilot program at the Lautenberg Family JCC of Greater Morris in Whippany, New Jersey this past summer for a week of intensive training and motivation with the three-time Olympic gold-medal winner. Krayzelburg, whose own American swimming career began at the JCCs of Los Angeles, was on hand to lead the youngsters through their swimming and dry-land exercises and to provide encouragement and expert advice. The full program of Lenny Krayzelburg Swim Camps will start in 2005, once Krayzelburg completes his training for the 2004 Olympics in Athens. At that time, swim camps will be held over a period of weeks in different parts of the country, allowing Krayzelburg to attend each one. Also in the works are all-star camps to be scheduled during spring and winter school breaks that will target JCC Maccabi Games athletes from all over the world.

Another great benefit to JCC fitness professionals arises from the brand-new alliance between JCC Association and Club Industry, the premier fitness-show producer and fitness-magazine publisher. JCCs receive discounted conferences rates for their fitness professionals at all Club Industry shows and the option of obtaining free meeting rooms for regional gatherings. Club Industry will provide potential speakers for the conference, as well. At Club Industry 2003, JCC Association sponsored a booth promoting JCC fitness career options and helped arrange a demonstration of Krav Maga, the Israeli martial art. JCC Association's continental reach allowed for this practical benefit to member JCCs.

To help JCC fitness centers be more successful, JCC Association has established the Health & Fitness Advisory Board, which is made up of ten experts in different aspects of running a health and fitness center. Once a month, JCC executives, presidents, and department directors receive an article by one of the experts. In September 2003, an article by Michael Scott Scudder, managing partner of Southwest Club Services, a club management training company, focused on how a JCC could enhance revenues without losing its JCC identity. ☆

JCC Association enabled JCC camps to participate in JCC Association/Coca-Cola Day of Caring/Day of Sharing.



Through the generous corporate sponsorship of The Coca-Cola Company®, JCC Association once more was able to offer camps the opportunity to participate in the JCC Association/Coca-Cola Day of Caring/Day of Sharing program in 2003. Due to the success of 2002's inaugural social-service program at 12 resident camps, the Day of Caring/Day of Sharing program was expanded to both day and resident camps in 2003. Using a resource of the Center for Jewish Education, which is funded by the Mandel Foundation, participating camps spent a day working on service activities patterned on the Day of Caring/Day of Sharing projects at the JCC Maccabi Games each August, which contribute to the welfare of the community.

Fifteen camps were awarded grants to plan activities and projects on camp premises, in the local area, or a combination of both. Camp directors organized a variety of activities and programs in order to include as many campers as possible. Campers at the Stroum JCC Youth Camps in Seattle, Washington hosted a carnival for families at the Ronald McDonald House, while campers at the JCC in Harrisburg, Pennsylvania created fleece-covered pillows for residents of the Jewish Home and women in the maternity ward at a local hospital.

Deeply moved by such community projects and by

JCC Association's camp curriculum of social responsibility and *gemilut chassidim* (acts of loving kindness), The Coca-Cola Company committed itself in November to another grant to JCC camps through its division of external affairs. As a result, more camps will be able to enrich their campers' experience through community service in 2004.

JCC Association's long-standing and positive relationship with The Coca-Cola Company has directly benefited JCCs for the last 13 years. The Coca-Cola Company has been a continental sponsor of the JCC Maccabi Games, and now JCC Association is particularly pleased to be able to add this meaningful dimension to the camping experience.

JCC Association's camping department also continued to aid JCCs through the summer *shlichim* program. More than 400 young Israelis added immeasurably to the quality of JCC campers' summer fun by bringing with them the culture and spirit of Israel. In addition to recruiting and training the *shlichim*, JCC Association processed more than 800 visas for JCC and non-JCC Jewish camps, an undertaking that has become much more complicated and time-consuming since new security measures were initiated. JCC Association's ability and willingness to provide this service saved JCCs many hours of staff time, and in many cases made it possible for them to hire foreign camp staff. ☆

The following camps participated in the Coca-Cola grant program:

Augusta JCC Day Camp Augusta, GA

JCC of Greater Harrisburg Harrisburg, PA

Sephardic Community Center Brooklyn, NY

Camp Shelanu, Contra Costa JCC
Walnut Creek, CA

Stroum JCC Youth Camps Seattle, WA

Samuel & Helen Soref JCC Plantation, FL

Worcester JCC Worcester, MA

Edith & Carl Marks Jewish Community House
of Bensonhurst Brooklyn, NY

Ma'asim Tovim Camp,
JCC of Greater Kansas City Overland Park, KA

JCC Camps at Medford,
Betty & Milton Katz JCC Cherry Hill, NJ

Camp Kochav,
JCC of San Francisco San Francisco, CA

Harry & Jeanette Weinberg JCC of Greater
Vancouver Vancouver, British Columbia

Lillian Schwartz Day Camp,
JCC of Staten Island Staten Island, NY

Pinemere Camp Association
Stroudsburg, PA

JCC Camp, Kingswood,
JCCs of Greater Boston Bridgeton, ME

Camp Laurelwood
Madison, CT

JCC Association's Center for Jewish Education is developing T.A.G., a new Judaic curriculum and programs for JCC camps.

Eleven stellar Jewish educators, stars in their respective JCCs and in the JCC Movement, completed the sixth and last scheduled seminar for the first project of the JCC Association-Mandel Fellows Jewish Educators Initiative in May 2003. The intellectually enriching program, developed by the Center for Jewish Education (CJE) through a generous grant from the Mandel Foundation, was held in Israel from May 19 to 29.

All of the seminars combined a number of experiential and more traditional forms of learning, along with different settings in the U.S. or Israel. The theme for the final seminar, Jewish peoplehood, is rooted equally deeply in JCCs throughout North America and in Israel. A sign of the success of the Jewish Educators Initiative was the great desire on the part of the participants for further opportunities for professional development. These educators returned to their JCCs re-energized and inspired to continue their work of infusing their agencies with Jewish spirit.

CJE, in collaboration with the faculty of the Mandel School in Jerusalem, has been preparing to launch a major initiative in Jewish camping named T.A.G. It is intended to impact one of the most crucial Jewish educational components of the entire JCC Movement – JCC resident and day camps. Roughly 100,000 youngsters participate in JCC camping programs. JCC camps help shape the Jewish experience and identity of so many youngsters that there

is the potential for camps to be among the most potent forces for enriching and enhancing Jewish life, learning, and experience in North America.

The program's name has deeper significance than is first apparent. Tag is a game in which you pass along a special quality (being "it") by touching another person. TAG is also an acronym for Torah (learning), *Avodah* (doing service) and *Gemilut Chasadim* (acts of caring), three



encompassing values of Judaism. In addition, *Tag* is the technical term for the adornment that decorates the letters written in the Torah by a scribe. *Tagim* (plural) are present to adorn and add beauty to the words of the Torah, give them special emphasis and hidden meaning, and look different from any other text. It is the intention of the new program to incorporate and strengthen all three aspects of the word in JCC day and resident camps. It is hoped that T.A.G. will root the Jewish identity of our campers, staff and leaders in core Jewish values, that it will touch the heart, soul and mind of everyone involved in JCC camps, and that it will add Jewish richness, beauty, quality and special meaning to JCC camps



JCC Association's collaboration with www.geshercity.org presents JCCs with a ready-made, branded young adult program.

through Jewish experience and education.

The three components of the initiative currently being planned are an ideology/vision task force, a seminar for the development of the most senior professionals involved in JCC camping, and a curriculum component to provide the materials and tools to elevate the Jewish learning that takes place in JCC camps.

In order to lay the groundwork for the initiative, the CJE convened a JCC camping conference in April that brought together day and resident camp directors, JCC executives, and JCC Association and CJE staff to gain a perspective from the field about those issues and challenges that might be addressed by the initiative. Also, Dr. Alvin Mars, CJE director, and Rabbi Laurie Phillips, newly appointed CJE assistant director, visited JCC day and resident camps throughout the nation to collect first hand impressions of these camps and how they operate as Jewish educational, experiential institutions.

Planning is currently underway to develop a number of pilot programs for both day and resident camps, which will be tested during the summer of 2004. The first curriculum unit created was for JCC Association/Coca-Cola Day of Caring/Day of Sharing program for day and resident camps during the summer of 2003. A staff resource guide is divided in four age-related units for grades K-2, 3-6, 7-9, and 10-12. Each unit highlights a mitzvah hero, suggests discussion topics, and lists potential caring and sharing projects. ☆

Jewish young adults continue to be among the most challenging segments of the community for JCCs to reach. Highly mobile, often single, living on their own for the first time, and unaffiliated with synagogues or other Jewish institutions, this demographic group has been one of the most formidable to involve in organized Jewish life. Now, JCC Association has formed an alliance with www.GesherCity.org, an online program that successfully reaches young Jewish adults and facilitates their connection to one another and the local Jewish community through personal networks and interest groups, or "clusters." The GesherCity website, via its local bridges, helps young Jewish adults, new to an area, find apartments, meet people with similar interests, or locate Jewish social and cultural events.

GesherCity's mission is to act as a "bridge" between young Jewish adults, and between this demographic group and the organized Jewish community. For instance, thousands of birthright israel alumni need to remain connected. JCC Association's alliance will maximize the obvious synergies between JCC Association, the continental umbrella providing services and programs to JCCs, the local JCCs striving to reach and serve their entire Jewish community, and GesherCity, which provides young Jewish adult initiatives in a branded, technology-enhanced program. GesherCity is currently operating in six cities, and four of those programs are based in JCCs. Our goal is to expand into 20-25 major metropolitan areas, house the program in JCCs, and add it to the existing array of adult services. This alliance will instantly provide JCCs with an exciting, vibrant, and up-to-date young adult program. ☆



JCC Association's An Ethical Start[®] gives JCC preschools a unique early-childhood values program.

In 2003, 25 Jewish Community Centers across North America reached the end of the pilot phase of JCC Association's extraordinary new early-childhood values curriculum built on an ancient Jewish text. Called An Ethical Start[®], the curriculum has been developed with the help of generous grants from Steven Spielberg's Righteous Persons Foundation, The Joseph and Rebecca Meyerhoff Awards Committee, The Brill Family Charitable Trust, and the Covenant Foundation. Linking the old with the new, the multimedia program introduces Peer K.[™] Explorer, a lovable fictional character who gets his name from *Pirkei Avot*, Ethics of the Fathers, the tractate of the Mishna that focuses on ethical behavior.

The pilot JCCs have been immersed in text study, intensive teacher training, and have learned how to involve parents in the learning their children are doing. The teachers and the children have learned the songs on a CD, which is part of the program, and the children have taken the music—and the concepts—into their homes. When the pilot phase is fully completed, the program will be made available to all JCC preschools. An Ethical Start[®] is another example of the programs JCC Association develops to benefit JCCs and their members. ✨

JCC Association community consultants assist in JCC executive searches, leadership training, and a myriad of other matters.

From board and staff training to consultations in a number of critical management areas, JCC Association community consultants made almost 200 community visits during the year.

JCC Association community consultants were involved in the following:

- All day strategic planning retreats
- Board workshops to train leadership and explore governance model
- Consultations on membership recruitment and retention
- Meetings to assist lay and professional leadership in facility planning and construction
- Explorations with staff on emerging trends in the field and how these trends impact their JCCs

In addition, JCC Association community consultants provided executive-director search services in 12 communities during the past year. JCC community consultants assist the lay search committee by providing professional staff direction to the committee through each step of the search process via on-site and phone consultations.

The search for a new executive is a critical period in the life of a JCC. JCC Association community consultants help the searching JCC to set new directions, involve key leadership, and strengthen the JCC's sense of purpose. The experienced JCC Association staff can be profoundly helpful to JCCs in selecting, hiring, and orienting a new executive director.

For information about JCC Association community services, contact our community consultants:

Ann Eisen
Alan Goldberg
Alan Mann

Avi Namak
Steven Rod
Lenny Rubin

The Florence G. Heller-JCC Association Research Center prepares timely data so JCCs can plan effectively.

Without accurate and up-to-date information, community agencies cannot function effectively. The Florence G. Heller-JCC Association Research Center's mission is to provide timely data and in-depth analysis so that JCCs can make decisions based on facts rather than conjecture.

In 2003, the FGH-JCCA Center surveyed JCC staff and volunteers on a wide range of matters. The Teachers Study, an extension of the 2001 JCC personnel study, surveyed JCC early childhood education professionals about job satisfaction. A canvass of all JCC professionals' salaries was distributed to JCC executives at the end of the year. This was in addition to the annual income and expense analyses the FGH-JCCA Center does of JCCs by community size. The FGH-JCCA Center piloted a new online leadership poll with JCC Association's board. The poll was a technological success and the Center is expanding it to include United Jewish Communities' executives and presidents as well. Knowing more about the opinions and concerns of Jewish community leaders could be of immense value to JCCs as they plan for the future. A new survey of JCC membership practices and policies is now underway, with questionnaires sent to all North American JCCs. Results will be posted on the membership conference of JCCs Online as well as the FGH-JCCA Research Center website so JCC professionals can access them easily.



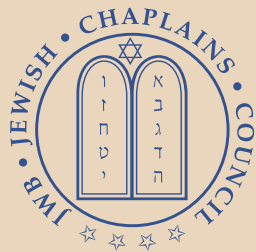
Director of the FGH-JCCA Center Prof. Steven M. Cohen analyzed the National Jewish Population Survey (NJPS) 2000-01 with regard to JCC members and users and compared them to the population at large, allowing JCCs to benefit directly from the long awaited survey,

In addition to conducting its own research, the FGH-JCCA Center provides support for JCC Association by consulting on the development of surveys and tabulating data. In 2003, surveys were conducted by JCC Association staff on many different topics. Executives were

surveyed about JCC board practices and governance, health and fitness professionals were asked about their purchasing habits and renovation plans, trends in membership, camp attendance, and early childhood enrollment were canvassed, and JCC short and long-term debt and depreciation were researched. Much of this important information is available to JCC staff online, another direct benefit from JCC Association.

The last complete JCC membership survey was done in

1998, so JCC Association did an online member attitudinal survey again in 2003, as part of a larger branding exercise. The purpose of the study was to obtain a profile of JCC members and to understand their attitudes toward—and use patterns of—JCCs. This information is critical to the JCC Movement and requires a continental overview that only JCC Association can provide. ☆



JCC Association's JWB Jewish Chaplains Council certifies Jewish chaplains and supports Jewish personnel in all branches of the U.S. Armed Forces.

The war in Iraq and the continuing U. S. military presence in Afghanistan made it that much more critical in 2003 to meet the needs of Jewish military personnel stationed all over the Middle East—Kuwait, Bahrain, and Saudi Arabia, as well as Iraq—and the many ships deployed in the area. JCC Association's JWB Jewish Chaplains Council worked incessantly to make sure that chaplains received whatever supplies and support they needed. "I am worried about Pesach because there is so much uncertainty about what will be next week, let alone next month," said a chaplain in March 2003 stationed near the Iraqi border. "In the meantime, I feel like I am taking care of our people. I know this is where I need to be."

To relieve that chaplain's concern, the Jewish Chaplains Council, with the support of individual donors and groups such as United Synagogue of Conservative Judaism, New York Metropolitan Region, packed and shipped boxes of Passover supplies so they'd be there for the holiday. They sent out more than 1,700 Solo Seder kits, a significant increase over previous years. Soon after, the Council shipped one thousand paperback English-language Torahs overseas as a special gift for Shavuot, the holiday that celebrates the receiving of the Torah at Sinai. Kosher-food purveyor B. Manishevitz LLC graciously contributed Noshables® apple-flavored caramel corn to be part of a Rosh Hashanah snack pack for Jewish service men and women, as well as donating

kosher-for-Passover foods for the Solo Seder kits.

Another tragedy drew Jewish chaplains to the forefront, as they stepped forward to provide a uniquely Jewish presence at the national commemoration of the Space Shuttle Columbia disaster. In a gesture of respect to the memory of Israeli astronaut Col. Ilan Ramon, Chaplain Harold Robinson, USNR, recited the 23rd Psalm in Hebrew at the memorial service held at NASA headquarters in Houston, Texas, on February 5, 2003, for the seven victims. Chaplain Brett Oxman, USAF, accompanied the remains of Col. Ramon from Barksdale Air Force Base in Louisiana to Kennedy International Airport, New York, and offered appropriate prayers as Ramon's remains were put aboard an El Al airplane and flown to Israel for burial.

Rabbi David Lapp, director of the Jewish Chaplains Council, joined in the presentation of three of four sefer Torahs to be sent to Jewish chaplains in the Middle East just before the High Holidays. Working collaboratively with other rabbis and New York Senator Hillary Clinton, Jewish Chaplains Council helped to insure that service men and women would have meaningful Rosh Hashanah and Yom Kippur services. Throughout 2003, JWB Jewish Chaplains Council worked tirelessly to fulfill its mission as the only government accredited agency to provide spiritual and morale support to our Jewish service men and women all over the world. ☆

JCC Association's Israel Office binds JCCs to the Jewish State.

JCC Association's Israel Office maintains an extensive network of relationships with the Jewish Agency for Israel (JAFI). Its Department for Jewish Zionist Education works with our Israel Office to plan seminars, arrange for *shlichim* to JCCs and JCC camps, facilitate JMaX and birthright israel programs, and integrate information technology. More recently, JAFI's Israel Department, which coordinates Partnership 2000, has been working closely with our Israel Office. In this context, JCC Association works with JAFI and the Israel Association of Community Centers to nurture relationships between JCCs and their counterpart *matnasim* (community centers) in Israel. With Partnership 2000 backing, the community centers co-sponsor diverse projects ranging from teen *mifgashim* (encounters) to joint choral productions, cookbooks, artistic exhibitions, and inclusion of Israeli athletes in local JCC delegations to the JCC Maccabi Games. The New York - Jerusalem Partnership currently sponsors the greatest number of projects in a single region.

In November, members of the JCC Association's Israel Task Force and Board of Directors participated in a study trip organized by Israel Office staff. This exploration of the Israel component of JCC Association and local JCCs provided a special opportunity to engage colleagues from Israel and North America as the Israel Task Force prepared recommendations for the years to come. The input was incorporated into the ongoing processing of ideas that will become the Task Force report about Israel in the JCC and JCC Association.

JMaX birthright israel trips are also planned by our Israel Office, and in 2003 two groups of Jewish young adults had the opportunity to experience the thrill of an educational peer-group visit to Israel. The May birthright group included many JCC professionals, which made the trip both professionally and personally enriching. By November, 127 young people had applied to be a part of JMaX's winter birthright israel, trip, the largest number since the current conflict in Israel began. ✨

JCC Association's new website provides easy-to-find information about the JCC Movement and links to the larger Jewish community.

A brand-new user-friendly JCC Association website was launched in 2003, which made it easy to find JCCs across North America, locate JCC day and resident summer camps, and get information on the wide range of services and benefits JCC Association offers. JCC Association Preferred Vendors, Program Partners, and JCC resources are now available at a mouse click. Users can donate online, and register to receive the free monthly e-newsletter with the latest on JCC Association programs and benefits. Links connect users to Judaic information, the JCC Association Israel Office, and JCC sponsors, among others. Drop down menus, a contemporary design, and valuable, accessible information make the new website the up-to-date "face" of the JCC Movement.

JCC Association's Israel Office also has a new website, israel.jcca.org, filled with current news stories about Israel and Israel's connection to North American JCCs. Links take the user to an English-language Israeli newspaper, initiatives undertaken with partnering JCCs, cool Israeli websites, and JCC Association's home page. ✨ www.jcca.org



JCC Association publishes and distributes magazines, brochures, newsletters, and manuals of vital importance to JCCs.

In 2003, JCC Association published the newly revised *Manual for JCC Board Members*. This indispensable text, which benefits from many years of combined experience of JCC Association consultants, covers every aspect of board membership and JCC governance. From the legal and financial responsibilities of JCC board members to the role of staff on committees, this manual is the ultimate how-to book for JCC leaders.

JCC Association also published *A Manual for Emergency Planning and Crisis Management*, which provided clear, step-by-step guidelines for action in the event of a natural disaster, an injury or illness, or a terrorist threat.

In addition, we continued to publish our magazine, *JCC Circle*, and newsletters, *Briefing for Presidents*, *Book Club Network Bulletin*, and *Chaplines*. Each publication brings JCCs current, vital, and enjoyable articles about the many different aspects of the JCC Movement. ☆



New professional staff helps JCC Association to be even more responsive to JCCs.

Several new professional staff members joined JCC Association in 2003, making our delivery of services to JCCs even more effective.

Ronit Neaman Anukov, Maccabi World Union central *shlichah* to JCC Association, arrived in August to head the JCC Maccabi Xperience (JMaX) Program. Her roots in Maccabi are very deep, going back to the days her grandfather acted as head of the Maccabi youth movement in her hometown of Nes Ziona in Israel. She served as the culture and events coordinator for the Maccabiah Village team in the 12th Maccabiah Games, and was the central *shlichah* in Europe for Maccabi World Union. Ronit's experience managing advertising portfolios for Israeli public and private groups will be valuable as she leads the JMaX program into the future.

Rachel Friedman joined JCC Association's marketing department in June right after graduating Cornell University with a degree in sociology, business, and organizations. In addition to studying at Cornell, Rachel captained the women's lacrosse team and led it to a top-ten national ranking.

Sharon Hod, our new *shaliach* from Israel, moved to New York in May and joined the JCC Maccabi Games® team. For the past 11 years Sharon has held a variety of different positions with the Israel Scouts, most recently as their director of human resources. He has a B.A. in informal education and psychology.

Yael Lubofsky joined the staff in June as coordinator of the executive office. She spent the past 12 years at NYANA (New York Association for New Americans), and before that was Comptroller Harrison J. Goldin's liaison to the Jewish community while he was running for mayor of New York City. Yael has a bachelor's degree in psychology from Stern College, with a minor in Judaic studies.

Naomi Marks began working in July as the coordinator of recruitment and scholarship programs. Naomi has bachelor's degrees in sociology and Bible studies as well as an MSW and a Certificate in Jewish Communal

Service from Gratz College. Naomi spent four years at the Harry and Rose Samson Family JCC in Milwaukee, where she was the associate director of Camp Interlaken and the director of children's and youth services. Her experiences working with youth and young adults will aid her to recruit talented potential JCC professionals.

Rabbi Laurie Phillips joined JCC Association in July as assistant director of the Center for Jewish Education. She has been a teacher of the deaf and a day school teacher in the Baltimore-DC area, was on staff at the Brandeis-Bardin Institute in California, and was recently ordained at Hebrew Union College in Los Angeles. Along with Dr. Alvin Mars, she is developing a Jewish curriculum that will transform JCC day and resident camps.

Ron Siegel became the associate director of the JCC Maccabi Games in December. He had been the director of sports, recreation, and aquatics at the St. Louis JCC since 1996 and had been on the staff there for 14 years. Ron was a JCC Maccabi Games delegation head six times and was the JCC Maccabi Games director in St. Louis in 1996 and again in 2003. In 1986 Ron was a JWB National Scholarship recipient, and in 2001 he received the 2001 Bronz Star Award presented by JCC Association for leadership in the field.

Jill Stein, originally from Denver, Colorado, worked in Dallas, Texas for a year as the youth and family director of the JCC of Dallas, moved to New York in May, and joined the JCC Maccabi Games team as the continental associate in June. She has a B.A. from Indiana University.

Tamara Wolpowitz joined the staff in August to serve as development associate, a new position underwritten by The New Initiatives Fund. Tamara has a B.A. from Tufts University, and a master's from Teachers College at Columbia University. Her responsibilities include expanding the JCC Associates program, which benefits JCCs by offsetting their dues to JCC Association, funding for JCC Association's JWB Jewish Chaplains Council, direct mail and e-philanthropy.



Amy Beth Rosenberg, In Memoriam

JCC Association, the JCC Movement, and the JCC Maccabi Games suffered a crushing loss in 2003. Amy Rosenberg, associate director of the Games and a friend to so many, died suddenly in the spring, and the people who knew and loved her still haven't come to terms with the shock of it. Amy was only 36 years old, but within that short life she accomplished a great deal and managed to make an impact on so many lives. She was a beloved daughter, sister, and aunt, and she was also a dedicated and impassioned JCC professional, someone who believed in the power and purpose of the Jewish community. As she traveled around North America, working with host communities to enable them to welcome thousands of Jewish teens, she shared her joy, her sense of fun, and her deep commitment to Jewish youth.

To honor Amy's memory and her passion for Jewish communal service, JCC Association is establishing the Amy Beth Rosenberg Lecture, which will be given yearly at the JCC Maccabi Games delegation heads' annual seminar. The lecture is underwritten by donations to the Amy Beth Rosenberg Memorial Fund, and is in keeping with the professionalism and concern for teens that she symbolized during her lifetime.

JCC Association is deeply grateful to everyone who helped to make this tribute possible. ☆

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New Initiatives Fund

JCC Association wishes to express its gratitude to the visionary supporters of The New Initiatives Fund, spearheaded by continental chair Edward H. Kaplan. Through their generosity, The New Initiatives Fund will enable JCC Association to serve local JCCs with innovative new programs, provide new and necessary professional development opportunities, and develop creative programs to directly benefit JCCs in such areas as technology, fundraising and strategic planning. This multi-million dollar fund will allow JCC Association to provide for the ever-changing and growing needs of Jewish Community Centers with creative new models and cutting-edge technologies.

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JCC Association is grateful to the Harry and Jeanette Weinberg Foundation of Baltimore, and proud to partner with it to fulfill our mission. We thank the following donors whose generosity allowed us to meet The Weinberg Foundation's \$1.5 million challenge grant, raising a total of \$3.6 million to enhance the JCC Association endowment:

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These individuals have made a leadership commitment to JCC Association's Endowment Fund to assure that the work of the JCC Movement continues in perpetuity. We give them our special thanks. These gifts were received prior to the inception of the Beyond 2000 Endowment Campaign.

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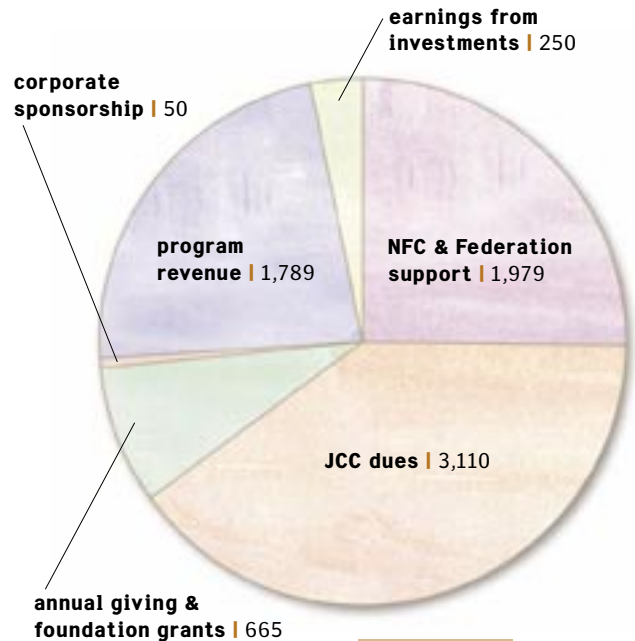
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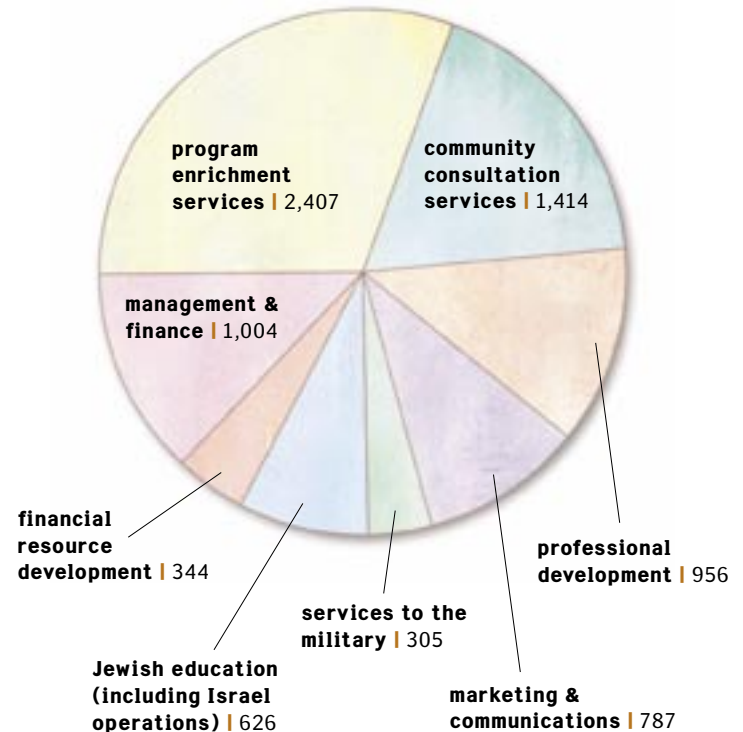
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