

Jewish
Community
Centers
Association

Annual Report
2006



INSPIRING
JEWISH JOURNEYS®

JCCs of North America
מרכזים קהילתיים יהודיים בצפון אמריקה





Let the show begin...

In 2006 the curtain went up on JCC Association's inaugural JCC Maccabi ArtsFest,[®] an arts program modeled on the JCC Maccabi Games[®] that will offer thousands of creative teens access to the kind of positive Jewish experience our young athletes have enjoyed for 25 years through the Games. We're proud to help them on their Jewish journeys, as they inspire us with their talent and enthusiasm.



2006

For JCC Association, 2006 was a year filled with growth, change, and new initiatives. In addition to launching a fabulous new arts program for teens, JCC Maccabi ArtsFest®, we inaugurated benchmarking and consultation services through the Mandel Center for Excellence and Leadership in Management, we established the new Merrin Center for Teen Services to reach the next generation, we expanded our offerings from our early childhood services department, we provided many more JCC professionals with career development programs, we reinvigorated JWB Jewish Chaplains Council with new leadership and a new set of priorities, we established more communication pathways for JCCs, we doubled the number of health and fitness consultations, and finally, after close to forty years on 26th Street, we moved our offices to a more functional space in midtown Manhattan. This move, which gives us the security of a long-term lease at a very reasonable rent, enabled us to upgrade our technology so we can provide even more service to JCCs. Altogether, during 2006, we renewed and expanded our commitment to the mission of supporting JCCs as they inspire Jewish journeys.



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JCC Association receives support from the National Funding Councils, local Federations and Jewish Community Centers.

The Jewish Community Center Movement is known for its resilience. As changes occur in communities, in the financial and business environment, in demographics, we respond in thoughtful and effective ways. Our JCC Association board of directors has been actively engaged over the years in a variety of task forces that address the current situation and recommend appropriate JCC responses. The past year has been no exception. Our board task forces released several reports. One dealt with enhancing services to Jews in the U.S. Armed Forces, and it recommended an expansion of the JWB Jewish Chaplains Council professional staff and the establishment of a standing committee on the board that concerns itself with Jewish military personnel. Our task force on governance issued a report detailing how JCCs can build stronger, more effective boards. Another report addressed the importance of social action initiatives in JCCs, pointing out that younger Jews are particularly open to participating in social justice projects. All reports recommended specific and practical courses of action for both JCC Association and JCCs.

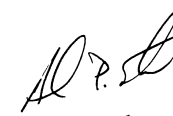
Other task forces are considering:


- The appropriate JCC business model going forward, in light of changes in the funding mix that impact JCCs, along with an increasingly competitive environment.
- Benchmarking JCC financial management, customer service, and customer participation in order to help JCCs objectively evaluate their success. Twenty-one JCCs are currently involved. New benchmarks will be developed in the coming year.
- The appropriate international role for JCC Association in light of the growing relationship between North American Jewish communities and those in Israel and around the world.
- How to enhance JCC and Jewish community services to adults, which represent the fastest growing age cohort.
- The best way to implement the JCC brand and bring the benefit of a strong, unified image to JCCs all over North America.

We continue to help the JCC Movement grow and enhance its services to its members. After years of planning, we inaugurated an exciting new program, JCC Maccabi ArtsFest, which enabled a talented group of teens to participate for the first time in a Jewish gathering of this type. In 2006, the JCC of Greater Baltimore hosted the first JCC Maccabi ArtsFest, and the creative efforts of the participants exceeded all our expectations. They were phenomenal, and we look forward to greater numbers in Boca Raton, Florida and Deal Park, New Jersey in 2007. We also saw significant growth in our GeshherCity program for young adults, which is rapidly becoming an important part of the Jewish Community Center's contribution to its local community's fabric of services. There are now ten GeshherCity bridges, with 22 more in the pipeline. These two programs indicate how we continue to expand our services and touch more people.

We remain enormously proud of how our network of JCCs and camps respond to the needs of their local Jewish communities, and for their collective work in improving Jewish life throughout the United States and Canada.

As we keep growing together, may we go from strength to strength.


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**INSPIRING
JEWISH JOURNEYS®**

JCC Maccabi Experience

From camp to athletics to the arts to Israel—JCC Maccabi Experience has it all

Our JCC Maccabi brand expanded in 2006 to new program areas, and thereby welcomed even more Jewish teens to participate in the JCC Maccabi experience. With the inauguration of JCC Maccabi ArtsFest, and the JCC of Greater Boston changing its resident camp's name to JCC Maccabi Camp Kingswood, we are now offering Jewish youth and teens an assortment of program possibilities called JCC Maccabi Experience. With the JCC Maccabi Games and JCC Maccabi Israel, JCC Maccabi Experience presents Jewish teens with a programmatic kaleidoscope. From camp to athletics to the arts to Israel—JCC Maccabi Experience has it all.

"It was the highlight of my summer! It was probably one of the best experiences of my life! I can't wait for next summer!"

Many participants of the first JCC Maccabi ArtsFest—held in August at the JCC of Greater Baltimore—expressed such enthusiasm, and their excitement was shared by parents and the professional artists-in-residence. Years in the planning, our arts extravaganza for Jewish teens, supported by the New Initiatives Fund, combined bonding with like-minded kids with workshops, individual coaching, and collaborative practices and projects. The grand finale on the theme Art of Creation included concerts by rock and jazz bands, an original video, a group mural project, a large choreographed musical production, and songwriters singing their own creations in front of an adoring audience.

JCC Association designed ArtsFest to inspire Jewish teens through a dynamic combination of workshop,

performance, exhibition, recognition of excellence, community service, social activities, and fun to develop their individuality while strengthening their bonds to their Jewish heritage, community, and Israel. We know that we reached an unexpected number of older teens (56 percent of those attending were 15 or older) and also attracted a large contingent of teens who define themselves as Orthodox. Delegation heads raved about the experience: "Without exception, each one of my participants had an *amazing* time. They grew in personal ways as well as in their disciplines," said one.

We worked with the JCC of Greater Baltimore to find the professional artists who made ArtsFest such an exciting and creative event. Enormously talented, they were also gifted teachers and generous mentors. Working with the teens inspired many of them deeply. "The event was a success on so many levels," said musician Josh Nelson, "and it was very much a personally rewarding experience as well." Songwriter Stacy Beyer wrote, "We challenged them...we challenged ourselves. We all walked a pathway together, pushing our limits, pushing their limits and raising the bar."

Plans for the second JCC Maccabi ArtsFest are well under way. In 2007, ArtsFest will take place in two sites, the Adolph & Rose Levis JCC in Boca Raton, Florida, and the JCC of Greater Monmouth in Deal Park, New Jersey, and we expect the number of participants to more than double. Nineteen JCCs took part in 2006; we anticipate 60 will participate in 2007. JCC Maccabi ArtsFest is sure to become an integral component of our teen initiative, the JCC Maccabi Experience.

The JCC Maccabi Games, held in Stamford, Connecticut, Vancouver, British Columbia, and Phoenix, Arizona once more involved thousands of teens in a week-long Jewish celebration of sports. Boys and girls played basketball, volleyball, flag football, and tennis; they swam, ran, and bowled; most importantly, they shared their love of sports and fun with thousands of other Jewish teens from all over North America, Israel, and six foreign countries. Athletes in Stamford worked on pieces of a Katrina quilt that is now hanging in the JCC in New Orleans, adding a direct and personal experience of fulfilling the mitzvah of tikkun olam to the fun and games.

When the JCC of Greater Boston changed the name of its resident camp to JCC Maccabi Camp Kingswood, they endorsed the excitement and power of the JCC Maccabi brand. They plan to send teens in 2007 to all the other JCC Maccabi units: the Games, ArtsFest, and our teen travel



The JCC Maccabi Games bring together thousands of teens, many of whom have never been part of a large Jewish group before.

program, JMI. They are also bringing JCC Maccabi signature programming, such as Days of Caring and Sharing and Hang-Time, to their camp.

The fourth quadrant of the JCC Maccabi Experience is JCC Maccabi Israel, our teen travel program. One hundred and fifty teens went to Israel in 2006, making memories that will last a lifetime. JMI also hosted two groups of young adults on Taglit-birthright Israel trips, introducing them to the Jewish state in a positive, dynamic way through this free trip. Both for teens and young adults, a JCC Maccabi Israel trip remains a life-altering event, building a sense of connection and identity, and presenting Jewish culture and history in a way that inspires further investigation. ★

Did you know...

JCCs that are open on Shabbat and Jewish holidays generally offer special educational and cultural programming.

—Florence G. Heller-JCC Association
Shabbat and Holiday Opening Survey

Professional Development

Come to us for referrals, for training, for scholarships, for that next great job, for everything to do with staff and career development

Our JCCs are as strong and successful as the people who work there. We learned from the 2001 survey of JCC professionals, Centering on the Professional, and from interviews with people taking the next step in their careers that JCC professionals want and need quality supervision. We resolved to help. After two years of planning, we hosted the first of 15 Supervision Training Workshops in November in our new New York headquarters. Over the next two months, we trained more than three hundred and thirty people from JCCs across the United States and Canada, a dramatic increase over the 70 people who attended a similar workshop in 2004. Fifty-one different JCCs sent people to the trainings, which took place in Ohio, Virginia, California, Illinois, and Florida. So many people registered for New York and California that we had to add more dates.

Before I went to Israel, I was never an intensely religious person. I stopped going to temple as soon as my parents stopped making me, and for a long time, my only involvement with the Jewish community at home was working at camp. I guess I just

didn't really feel a personal connection to Judaism. I don't think that going to Israel made me suddenly very religious, as much as it gave me a deep appreciation and personal connection to the history and culture. I could even tell you the moment

jcc maccabi experience



Funded by the New Initiatives Fund, each seminar focused on goal-setting, open communication, and performance evaluation, all critical skills for effective supervisors. We're already drawing up plans to present more supervision seminars in 2007 in order to give JCC professionals more of what they need.

Our executive training offerings included our well-known Executive Seminars in the early part of the year, and a brand-new initiative, the Executive Roundtable, at the end. Following the pattern in many industries, we brought together seasoned and successful executives and newer directors in the Roundtable to share information, model solutions to problems, and talk over current and potential issues. MMTP, our training program for middle managers ran through June, graduating a group of 19 middle-level JCC professionals. Almost half of the group have won promotions within their JCCs since they completed the program.

Six JCC Association graduate scholarship recipients completed their studies in 2006, and all of them found work at JCCs in the U.S. and Canada, putting their degrees in Jewish communal service, marketing, public administration, and communications to good use and strengthening their JCCs. We selected five new scholars in April, and began receiving applications for 2007-2008 before the year ended. The full-time recipients will receive up to \$10,000 a year and commit themselves to work in the JCC field for three years after graduation. Part-time students already working at JCCs can also apply for tuition aid.

For the first time, our scholarship coordinator reached out to over two hundred scholarship alumni, and received an encouraging response from 50 percent of them. The group held an inaugural breakfast at the JCCs of North America Professional Conference to explore how they can build camaraderie among JCC professionals and support the field. We're grateful to the generous donors that make our scholarship program possible.

To keep JCCs vibrant and staffed with energetic young people, professional development services visited 20 campuses during the 2005-'06 school year, introducing JCC work to college students. We also organized a recruitment corps in each of 18 communities—volunteer recruiters who go to campuses in their areas to tell students about the benefits of working in the JCC Movement. To fill other vacancies at JCCs, we posted jobs at www.jccworks.com in 2006, and opened hundreds of new applicant files. To fill those open positions, we sent out over seven hundred resumes. Our professional development services worked ceaselessly in 2006, as always, to provide highly skilled employees to JCCs, and help JCC professionals advance their careers. ★

GesherCity

Our Young Adult Initiative is off and running

JCC Association has long wanted to help JCCs engage young Jewish adults, people who are mobile and looking for jobs, homes, and friends. We developed an alliance with GesherCity, an online community that successfully reaches young Jewish adults. The GesherCity website, www.geshercity.org, helps young Jewish adults new to an area find apartments, meet people with similar interests, or locate Jewish social and cultural events. We hired a professional to work specifically with GesherCity and young adult staff in JCCs, and 2006 saw a great increase in the success of the program.

Our initial goal was to have GesherCity websites and programs in 20 communities, with 20,000 active user members, and that goal is just within our reach.

The following communities currently have GesherCity websites and programs:

Baltimore, MD	Palm Beach County, FL
Boston, MA	Philadelphia, PA
Broward County, FL	Washington, DC
Hartford, CT	Montreal, QC
Long Beach, CA	St. Louis, MD

The following communities have GesherCity programs in development:

Atlanta, GA	Nashville, TN
Austin, TX	New York, NY
Boulder, CO	Orlando, FL
Central New Jersey	Ottawa, ON
Charlotte, NC	Providence, RI
Chicago, IL	San Francisco, CA
Dayton, OH	San Antonio, TX
Harrisburg, PA	Silicon Valley, CA
Houston, TX	Toledo, OH
Indianapolis, IN	Virginia Beach, VA
Los Angeles, CA	Vancouver, BC

In 2007 we will launch a redesigned GesherCity website, and seek corporate sponsorships, advertising, and foundation grants.

Given their mobility, busy lives, diverse interests, and changing lifestyles,



Jewish young adults are one of the hardest age cohorts to engage. Supported by the New Initiatives Fund, Benjamin Gordon, the Grandchildren of Harvey & Lynn Meyerhoff Foundation, and the Estate of Emmy Ambes, GesherCity is proving to be a successful bridge between young adults and Jewish community throughout North America. ★

Mandel Center for Excellence in Leadership & Management

The go-to place for the help JCCs need to be the best they can be

The Mandel Center for Excellence in Leadership and Management, which we formed to ensure that the JCC Movement develops the highly qualified lay and professional leaders it needs to guide a complex institution such as the JCC, developed a system in 2006 to help JCCs quantify where they are succeeding and where they need to work harder. Business leaders have known for a long time that tracking helps managers do better, because managers pay attention to what they can measure. We've brought this insight to the JCC world with JCC Excellence-The Benchmarking Project. This system provides tools to JCC executive directors to measure their performance against that of their peers. JCC Association consultants can use these tools as well to help JCCs close the gaps between their current performance and excellence.

The first three areas for which we've developed benchmarking criteria are customer satisfaction, financial accounting, and people participation.

We're setting up benchmarks in personnel satisfaction, governance, and donor relations next so that JCCs will be able to improve their performance in those areas as well.

Our information resources manager responded to many unique information requests in 2006 for data and research on issues critical to JCCs, and provided updates, follow-ups, or links to existing resources to even more JCCs. She answered five times as many listserv queries as in 2005, and created four times as many small surveys. We have also begun to explore trends in general society and the JCC field in order to help our JCCs anticipate change, something all successful institutions must do. We know current and correct information is critical, and we're supplying it.

We're very proud of our First-Time Executive support and mentoring program, which includes community visits, the assignment of an experienced colleague to work closely and personally with the new exec, and training on how to collaborate with key leaders. Now, when we help a JCC find a new executive director or an assistant executive is promoted, we are able to provide the support needed to

Twenty-one JCCs took part in the benchmarking project, eager to learn how they measure up and how they can improve their operations.

Levite JCC, Birmingham, AL
 Valley of the Sun JCC, Scottsdale, AZ
 Tucson JCC, AZ
 Peninsula JCC, Foster City, CA
 JCC of San Francisco, CA
 Miles Nadal JCC, Toronto, ON
 JCC of Louisville, KY
 JCC of Greater Baltimore, MD
 JCC of Greater Washington, Rockville, MD
 Worcester JCC, MA
 JCC of Metropolitan Detroit, MI
 Sabes JCC, St. Louis Park, MN
 JCC of Greater St. Paul, MN
 Betty & Milton Katz JCC, Cherry Hill, NJ
 Sid Jacobson JCC, East Hills, NY
 The Educational Alliance, New York, NY
 Shaw JCC of Akron, OH
 Leo Yassenoff JCC, Columbus, OH
 JCC of Houston, TX
 JCC of Northern Virginia, Fairfax, VA
 Stroum JCC, Seattle, WA

insure that executive's success. In 2006, we assisted 12 new executives to be the leaders their JCCs needed.

For a long time, we've wanted to help those young communities that are beginning to think about how much a JCC would add to their vitality and cohesion. In 2006, we published an invaluable guide for emerging communities, which takes them step-by-step through the process of planning, fundraising, and building a new JCC.

To give JCCs the targeted consultations they've been asking for, we added financial resource development and business management consulting services in 2006 to the marketing help we already provide. We also published a financial management guidebook that provides a blueprint for JCCs to establish high-quality systems for accounting, payroll, personnel, insurance, and oversight. This step-by-step guide can help JCCs run more efficiently and transparently. In addition, the guidebook includes a chart of key conversations between management and leadership that acts as a communications map. In all, this invaluable guide will enable JCCs to serve their communities even more effectively. ★



that birthright went from being a fun trip to something that I knew would change me, and it happened very early on. On the second day, we went to the hall of independence

in Tel Aviv. We sat in the hall and they played a recording of the signing of Israel's declaration of independence, and it was just incredible. So since I've been home, I've been taking steps towards becoming more involved in the Jewish community



Sports & Wellness

Our sports & wellness department visited fitness centers, organized conferences, handed out grants, forged new alliances, and designed staff development programs—all to benefit JCCs

With an addition to our sports & wellness staff, we more than doubled our site visits to JCC fitness centers, meeting the growing demand for consultations. We were also able to organize the 2006 Sports & Wellness Summit, where 20 professionals from 16 JCCs told us what they need to be successful. Thanks to this information, we were able to put together a priority list to help the field. First on that list is professional sales training for JCC workers who are not sales professionals. Both fitness and other JCC staff need to develop the abilities to cross-market fitness services.

Weight-management is a fitness service that we piloted in 2006 with three JCCs and a company called Healthy Inspirations. The company created kosher menus for nutritious and balanced limited-calorie meals, and the JCCs provide weekly meetings, peer support, and encouragement. We know that this model of restricted calories and mutual support is the most successful at long-term weight management, and the JCC is a natural venue.

The percentage of women coaches is declining, just when many girls are more interested in sports and need female role models. Through a program with the Women's Sports Foundation, the WinStar Foundation, and the Hadassah Foundation, we created the Women Coaches Curriculum. We hosted our second annual Women Coaches Clinic at the Lautenberg Family JCC of Greater Morris County, in Whippany, New Jersey in the spring, where the goal was to provide strategies and skills for JCC professionals to recruit and train volunteer women coaches. Another of our programs, GoGirlGo, also sponsored by the Women's Sports Foundation and Hadassah Foundation, awarded grants to 23 JCCs to educate girls to avoid high-risk behaviors through the arena of sports and healthy competition.

In addition to our relationships with Major League Baseball, the NBA/WNBA, and the NHL, all of which provided more grants to JCCs than the previous year, we further developed our programming with the NFL. In 2006, we provided grants to 131 JCC youth football programs, which totaled more than \$220,000. The JCC Association-NFL Youth Football Partnership launched a full-service website, where visitors could find information on basic rules for youth football, tips on how to start a program, steps to register for a sports administration certificate program with George Washington University, and more. The Youth

Football Partnership also piloted a coach's training program developed by the Youth Sports Research Council of Rutgers University with seven JCCs, the goal of which was to sensitize coaches to the importance of enjoyment and good sportsmanship on the playing field. ★

The Mandel Center for Jewish Education

Inspiring Jewish Journeys is MCJE's mission, and they're hard at work all day long

The Mandel Center's vision is to infuse Jewish life and learning, Jewish experience and ambiance, into the core of JCCs and camps. In 2006, over 100 day and resident camps used our Jewish-themed camp curriculum TAG: Jewish Values Through Jewish Camping®, allowing thousands of children to absorb Jewish values as part of their camp day. As the year closed, we began to plan an adult education initiative, which will allow adults to enjoy a similar experience.

Lekhu Lakhem: Jewish & Educational Journeys for JCC Resident Camp Directors came to a successful conclusion in 2006 with three seminars, one in Israel, one in California, and one in Arizona. In addition to these seminars, each of our 12 Fellows learned Jewish texts and education in bi-monthly phone meetings with their mentors. At the concluding session, each Lekhu Lakhem Fellow presented both a project carried out at camp based on the Lekhu Lakhem experience, and a vision statement articulating the Fellow's notion of what Jewish camping can become. We hope to create a vibrant alumni program from this first cohort, and to create a second cohort at the end of the coming year. This highly successful program was underwritten by The AVI CHAI Foundation.

Based on our experiences with the resident camp directors seminar, our Lekhu Lakhem seminar for day camp directors began at the end of 2005. This group of 18 of the top JCC day camp professionals attended two seminars in California, and learned with the faculty every other week in phone mentoring and learning sessions.

At the end of 2006, MCJE took its first steps to launch Kanyon: Adult Jews Learning and Living, to fill the next major Jewish educational need on the JCC Movement agenda. We want to engage thousands of Jewish adults and families in North American JCCs in flexible and meaningful Jewish learning and living experiences. We intend to do this by producing an articulated program of adult education, along with the materials and training modules which will secure its success in JCCs around the country. With the addition of Kanyon and the generosity of the Mandel Supporting Foundations, we will give both children and adults at JCCs a pathway to developing their Jewish souls. ★

The championship flag football team from the Michael-Ann Russell JCC in North Miami, Florida, spent Hanukkah in Israel, playing against Israelis and spending time at the Israel Sport Center for the Disabled.



at home. I'm still really up in the air as far as what I want to do with my life, but I spoke with someone from JCC Association this week, and I am going to fill out a profile with them later in the week, as soon as I have some time to work on it. But I



Anne Heyman and Seth Merrin (far right) join the Merrin Teen Professional Fellows along with JCC Association staff to celebrate the completion of an 18-month professional development experience. The Merrin Center for Teen Services, established in 2006, will train more young professionals to inspire Jewish teens.

Merrin Center for Teen Services

Inspiring JCC professionals to connect with teens when they are most impressionable

The fourth class of Merrin Teen Professional Fellows graduated in May of 2006, completing an 18-month Jewish learning and professional development experience. With this background, the Merrin Fellows are able to have a more powerful impact on thousands of Jewish teens at a critical time in their lives, a time when they are developing a sense of themselves as people and as Jews. In 2006, we expanded our efforts to serve this population by creating the Merrin Center for Teen Services. In addition to the Teen Professional Fellows program, the Merrin Center will work to strengthen the skills and talents of everyone in the JCC who interacts with teens. Made possible by a generous endowment by the Merrin Family Foundation, the Merrin Center is moving ahead as we complete raising all the funds it needs.

Adult Services

The JCC Movement is there for 20-somethings to centenarians, supporting their interests and responding to their concerns

Once teens become adults, JCCs still work hard to give them the programs they're looking for. Our adult services department continued its very popular monthly conference calls for adult directors and for arts & culture directors. Participants rave that the calls feel like mini-conventions, giving them the chance to network with their peers and share information about both successful and not-so-great programs. The baby-boom generation, which will begin retiring in the next five years, is the fastest growing and most underserved age group in JCCs. Accordingly, we gathered together education experts and adult program directors to plan new program initiatives for recent retirees. We partnered with cheshvan.org to provide resources for JCCs for Jewish social action month, and began to plan

for a blood drive to take place at all JCCs next Cheshvan, the month designated for social action projects. We remain focused on helping JCCs serve their large adult populations in creative and effective ways. ★

Camping

JCC Camping is a defining experience for hundreds of thousands of kids, and we help JCC camps make that experience even more inspirational

Through the generous corporate sponsorship of The Coca-Cola Company®, we once more were able to offer JCC camps the opportunity to participate in the JCC Association/Coca-Cola Company Days of Caring and Sharing program in 2006. The 36 participating day and resident camps—triple the number from the time the program started—worked on

service activities benefiting their communities. The camps used the special Days of Caring and Sharing curriculum unit prepared by the Mandel Center for Jewish Education to give their projects even deeper Jewish significance. Our camping department organized two training sessions for JCC camp staff in the spring—one in our offices and the other at the JCCs of Chicago—to enable camp directors to get the most out of the program.

We also led a resident-camp conference, where camp directors learned about trends and how to market their camps and recruit top-notch staff, and shared information about safety concerns brought up by social networking websites such as mySpace and Facebook. To deal with these and other issues, we initiated a camp leadership group, the goal of which is to advance JCC camping as an enriching and secure experience.

Our camping department made it possible for 463 Israeli summer shlichim to bring an invaluable dimension to 118 JCC camps and other nonprofit Jewish camps. ★



just wanted to let you know how wonderful I thought the trip was and thank you for telling me about it. I would definitely recommend it - and I have been - to every young Jewish person I know. – **Jessica Eisenstein, JCC Camps at Medford** ★



The program with Rabbi Alvin Mars has been a deeply thoughtful and educational experience. The chance to assess where I am as a Jewish educator and to challenge myself to make my camp a more effective Jewish institution has

Early Childhood Education

Our youngest members inspire some of our best work, and our department of early childhood services inspired teachers to inspire students

Slingshot 06, a booklet that highlights 50 innovative and creative Jewish programs and organizations, selected An Ethical Start® to be part of that elite group. Our preschool character-building curriculum is based on the classic Jewish text, Pirkei Avot, and is currently in almost fifty JCCs. Published by 21/64, a consulting division of the Andrea and Charles Bronfman Philanthropies, Slingshot 06 looks for groups that are thinking creatively about the Jewish future. We're very proud to be included in that *chevrah*.

In another vote of confidence in this singular program, The Righteous Persons Foundation, chaired by film director Steven Spielberg, awarded An Ethical Start a third grant for \$100,000. This latest grant will fund specially trained text teachers who will consult with participating JCCs and initiate them into the particular Jewish mode of learning that is text study. We have already trained more than one hundred and eighty teachers, and hope to reach many more. Seven training conferences in 2006 grounded ECE teachers and directors in the traditions of Jewish text study and the latest theories of childhood development.

We started with 23 JCCs, and now we have trained teachers at almost triple that number. Thousands of children have learned the fundamental Jewish principles of treating people fairly, of self-control, and of the value of friendship and learning, thanks in part to generous support from the Brill Family Foundation.

Did you know...

- Average annual pay increases in the past three years for professionals working at JCCs throughout the United States exceeded the rate of inflation.
- The gaps between higher paid and lower paid professionals narrowed between 2003 and 2006. Executives saw their compensation increase by 11 percent, while entry-level workers saw their salaries rise by 14 percent.

—2006 Florence G. Heller-JCC Association Salary Survey



Above: A JCC early childhood educator studies with colleagues from throughout the JCC Movement at one of seven ECE training conferences JCC Association held in 2006. Opposite: Delegates confer at the 2006 JCCs of North America Biennial in Philadelphia.

Because of another supporter, the Marcus Foundation, our early childhood services department was able to start work on a family-friendly Ethical Start website, someplace parents could find more information about the values their children were learning, and where they could advance their own learning as well. We will be ready to launch the website in 2007.

As a way to deal with the emerging shortage of preschool directors, we hosted our second annual two-day conference for new-to-JCC ECE directors. The conference focused on issues specific to JCCs, such as working with lay leaders, setting up a committee structure, and viewing the JCC preschool as a first step in inspiring Jewish journeys.

As always, we responded to requests from JCCs for assessments on their ECE administrative structure, learning environments, and marketing plans, and we continued to help JCCs maintain their traditional edge in high-quality early childhood programming. With our support, training, and renowned values-education program, JCC preschools are the best in the business. ★

JCCs of North America Biennial

The Biennial brings leaders together to keep the Movement on track

Leh-Atid: Inspiring Jewish Journeys, Securing Jewish Futures

How can we ensure the future of the JCC Movement? JCC leaders attending the 2006 JCCs of North America Biennial faced that challenge and left Philadelphia with a passel of new ideas. After warm welcoming remarks from the Biennial Committee Chair Cheryl Fishbein, Host Committee Chair Ann E. Lazarus, and JCCs of Greater Philadelphia Chair Arlene Fickler, former Philadelphia JCCs CEO and JCC Association board member Phillip M. Shiekman reminded the delegates of Maimonides' injunctions to donate to the Jewish community and to encourage others to donate. "Let each of us make true capacity gifts," Shiekman said, and make the dream of the JCC Movement a reality.

JCC Association President Allan Finkelstein continued that theme in his keynote address. "We must declare that financial resource development is our fourth core business," he told the crowd. Gary Jacobs, chair of our Financial Resource Development Committee, introduced the 12 million dollar campaign to secure Jewish futures, and then presented miniatures of the engraved windows in our lobby to five million-dollar-plus donors: Lester and Geri Pollack, Seth Merrin and Anne Heyman, the Marcus Foundation, Irene and Ed Kaplan, and the family of Esther Leah Ritz 7"ר, who accepted on her behalf. Then Ed Kaplan presented a window to the last donor, Gary Jacobs.

The Frank L. Weil Award for Distinguished Contribution to the JCC Movement went to Ronald L. Leibow for his selfless service to the Jewish community of Los Angeles and JCC Association, and the Florence G. Heller Professional Award was presented to Lew Stolzenberg, executive director of the Staten Island JCC. Videos introducing each man made clear why they so richly deserved the high honors. Long-time Jewish educator Barry Chazan, currently the director of education of Taglit-birthright Israel, received the Morton L. Mandel Jewish Educational Leadership Award from the man who made the award possible. "Barry Chazan's name is synonymous with Jewish education," Mandel said, adding that he didn't know how many more such awards he would be presenting, but the experience meant even more to him when he could present it to a friend. "His work has profoundly affected the way JCCs view their Jewish mission," he said of Chazan.

Deborah E. Lipstadt, Emory University's Dorot Professor of Modern Jewish and Holocaust Studies—and JCC Association scholar-in-residence—told a packed ballroom of major turning points in her life. Lipstadt's long legal battle with David Irving, a Holocaust denier, in the British courts was a central crisis. "There was no way I could have fought that battle on my own," she said, describing how her friends and colleagues in the Jewish communal world raised two million dollars for her defense. Quoting the *parsha* read at Purim, she said, "I felt the wrath of a modern-day Amalek," another implacable enemy who wanted to erase the memory of the Jews. Throughout her life, institutions of the Jewish communal world nurtured and supported her, she said. "There is no need to put the Jewish back into JCC. It's already there."

Incoming JCC Association Chair Alan P. Solow encouraged the Biennial attendees by emphasizing that the JCC Movement has much to offer. "We have our own primary responsibility to provide meaningful Jewish experiences," Solow said, stressing that the JCC is the perfect institution to show Jews how to lead normal lives infused with Jewish meaning. "The Jewish people have overcome obstacles and challenges for thousands of years. Change is not our enemy." Adaptation and innovation have allowed the Jews to flourish because Jewish tradition has given them the tools to do so, Solow said, and the perfect place to transmit those Jewish values is the JCC. "We live much better now," Solow said, and "that's a good thing. I pledge that as a movement we will closely work with any other organization" that wants to work collaboratively.

The Biennial ended with a rousing invitation to the 2008 Biennial in Miami, chaired by board member Noreen Gordon Sablatsky, where JCC leaders can once more plan new and creative ways to inspire Jewish journeys. ★



been invaluable. The program and Lekhu Lakhem faculty managed to do what years of formal Jewish education could not for me – to personalize the experience of Jewish learning in a way that could lead me to deeper appreciation, understanding

and motivation for the pursuit of Jewish identity. My camp has surely benefited already, as has my own family. – **Aaron Selkow, Executive Director, Pinemere Camp** ★ I'm a Jewish naval officer stationed in Baghdad. Whether by coincidence or

JWB Jewish Chaplains Council

As always, our JWB Jewish Chaplains Council was there for our troops

Change came to the JWB Jewish Chaplains Council in 2006. After 25 years as director, Rabbi David Lapp retired amid testimonials from his colleagues and celebration of his many years of dedicated service. Rabbi Harold Robinson, a rear admiral in the U.S. Navy, took over as director in September, in time to begin to implement many of the recommendations of the JCC Association task force report, *Effective Service to the Jewish Military*. Headed by Sol Greenfield, former associate executive director of JCC Association, the study recommended an expanded professional staff for JWB, and a standing board committee to focus on Jewish military personnel. The task force also recommended building a database of all Jews serving in the U.S. Armed Forces and facilitating communication between chaplains. We have already established a chaplains listserv, and are setting up a blog where chaplains and the public at large can read chaplains direct-from-the-field reports.

JTS rabbinical student Josh Sherwin earned our first military chaplaincy scholarship, which is underwritten by Rabbi Philip Silverstein, chair of the JWB Jewish Chaplains Council, in honor of his late wife, Adina. Sherwin has agreed to become a full-time active-duty chaplain when he completes his rabbinical training. This scholarship, designated for a student at a Conservative seminary, offers \$15,000 a year for up to four years. We are hopeful that other generous benefactors will enable us to expand this worthwhile program.

Jewish chaplains continued to serve the spiritual and social needs of Jewish servicemen and women all over the world, with the help and support of JWB Jewish Chaplains Council. We sent kosher-for-Passover food and Solo Seder kits at Passover, Jewish Publication Society paperback versions of the Torah at Shavuoth, and menorahs, dreidels, and candy for Hanukkah.

We sent soldiers thousands of phone cards, so they could call their families at any time. Rabbi Robinson visited troops stationed around the world, including Djibouti in the Horn of Africa and Guantanamo Bay, Cuba. Since 1917, during peace and war, JWB has been there for our people in the armed forces. ★

Rabbi Harold Robinson (right), the new director of JWB Jewish Chaplains Council, traveled to Djibouti in the Horn of Africa during the High Holy Days.

Florence G. Heller-JCC Association Research Center

Our investigation and study arm helps JCCs see where they're going

Without accurate information, JCCs cannot use their resources wisely or plan effectively for future growth. Our Florence G. Heller-JCC Association Research Center is the investigation and study arm of the JCC Movement. It gathers and interprets that critical information for the benefit of all JCCs. During 2006, FGH studied several important issues.

FGH completed the *2006 Survey of JCC Leadership and the Jewish Mission of JCCs*. The Mandel Center for Jewish Education sponsored this project, which included interviewing JCC professionals, presidents, and members. Its goal was to assess the Jewish programming and ambiance in JCCs and the impact upon JCC members, as well as how strongly JCC leaders and professionals felt about the importance of the JCC's Jewish mission.



FGH worked with our department of professional development services to produce tri-annual professional salary surveys for the U.S. and Canada. This survey showed that JCC compensation had slightly exceeded the rate of inflation, and done better than that for workers at the lowest tiers, an important indicator that JCCs are closing the gap between their highest and lowest paid employees.

FGH released *Shabbat & Holiday Practices at JCCs: The 2006 Survey*, which indicated that in response to their communities' needs, two-thirds of JCCs are open all or part of the day and offer some kind of programming on Saturdays.

FGH conducted the *Annual JCC Budgetary Survey*, which includes a survey of executive and assistant executive directors' salaries and benefits; and operating income and expenditures. This survey is conducted annually and the findings are distributed at the Executive Seminars.

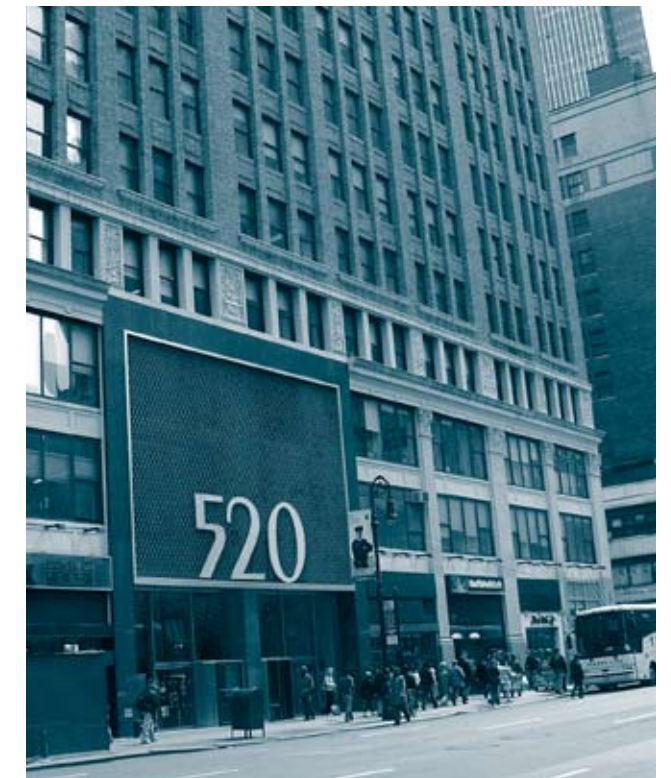
FGH also began several new studies, including one of effective lay leadership in JCCs, as well as another of Jewish teens at JCCs, both of which are to be completed in 2007. Both studies will help JCCs devise ways to engage these groups with Jewish Community Centers and the larger Jewish community. ★

We Moved to 520 Eighth Avenue

We moved to 520 Eighth Avenue so we could deliver even better services to JCCs

In a change that secures our future for the next 20 years, we moved our main, New York City office from 26th Street to 520 Eighth Avenue. Our old offices were in a neighborhood that was turning increasingly residential and becoming much more expensive. After a long search, we found space in midtown Manhattan in a building that houses many nonprofit organizations. In our new home, we are paying less per square foot and are able to provide the space and the sophisticated technology that our new programming initiatives require. We can now use our extensive conference space for the many training seminars we provide to the field and to convene meetings with JCC staff and leadership on existing programs such as JCC Maccabi ArtsFest, the JCC Maccabi Games, An Ethical Start, and our new adult education initiative from the Mandel Center for Jewish Education. We installed up-to-the-minute audio-visual hardware and software so we can meet with people who may be across the continent. Affiliated JCCs in the New York metropolitan area can take advantage of these

contained one of the pillows that your athletes made! What were the chances that a pillow made by Jewish children in Connecticut would find its way (via the Pacific Northwest) to a Jewish service member in Baghdad? I don't know if you have



resources, and other organizations can rent our meeting space, providing additional income. We feel fortunate that in New York City's competitive real-estate market, we were able to find conveniently located office space at 1999 prices with a very reasonable rate of increase that gives us the space we need to represent and serve the JCC Movement, and we are grateful to the donors to the Securing Jewish Futures campaign who made it possible.

The Torah commands "You shall write them upon the doorposts of your house and upon your gates." To consecrate our new home, board members took a break from the October board meeting and attended the dedication of the Jerri-Ann and Gary Jacobs Family Conference Center and the Edward H. and Irene Kaplan Lobby, along with the Morton L. Mandel Executive Suite. Barbara and Ed Goldberg affixed a mezuzah to the entrance to the reception area, and Anne and Stephen M. Kaufman and Jerome and Evelyn Makowsky attached mezuzot on the lintels of the Kaufman & Makowsky Board Room. To symbolize our ongoing tradition of service, former chair Ed Kaplan fastened the mezuzah from our old office to the entry that leads to the conference center. Geri and Lester Pollock and Noreen Gordon Sablowsky dedicated the conference rooms bearing their respective names. Entwining tradition and change, we celebrated our new home. ★



design, I received a care package from the Washington state-based "US Troop Care Package" project that



Left to right,
Leonard Rubin, Rabbi
David Lapp, Rabbi
Nathan Landman.

To Everything There Is a Season

Three long-standing members of our staff left in 2006, after decades of outstanding contributions. Executive Vice-President of Program Services Leonard Rubin joined JCC Association in 1978 as the camping consultant, and as his responsibilities increased, he helped the agency grow into the multidimensional organization it is today, developing and supervising programs in health and wellness, camping, adult and teen services, and early childhood education. Lenny was responsible for conceiving programs as varied as “the great Succahrama” to JCC Maccabi Artsfest.

Through the years, Lenny mentored numerous JCC professionals, encouraging them through guidance and example. As Saul Levenshus, president/CEO of the Barshop JCC of San Antonio, said, “Lenny, you are a class act, a true gem. You have helped to train and teach a generation of professionals through the programs and initiatives you conceived of, nurtured, and brought to life throughout your career. Those of us who have had the opportunity to cross your path have been eternally changed for the better.”

Lenny’s thoughtfulness, creativity, and integrity were legendary in the JCC Movement, from his early days at the Cleveland and Tulsa JCCs. “You have exemplified the best in the Movement,” wrote Mitchell Jaffe, another long-time JCC Association staff member. “Those who have been privileged to work with you have been enriched by who you are, what you have inspired in others, and what you have accomplished.” Lenny retired at the end of 2006, and passed away on April 18, 2007, after a long illness.

The director and deputy director of JWB Jewish Chaplains Council, Rabbis David Lapp and Nathan Landman, stepped down from their posts in 2006 as well, after a cumulative more than forty years of dedication to Jewish military chaplains and personnel. They worked devotedly to provide materials, support, and training to Jewish chaplains and lay leaders all over the world, bringing a bit of *yiddishkeit* to Jewish men and women very far from home and everything familiar. We wish them well, and thank them most sincerely for everything they did for us. ★

Charity Navigator

In 2006, Charity Navigator, America’s largest independent evaluator of nonprofit organizations, gave us their highest rating. That means that we do a great job of allocating our resources in the most fiscally responsible way. According to Charity Navigator’s website, www.CharityNavigator.org, this rating indicates that our fundraising practices are exceptional—exceeding industry standards for percent of dollars going to programs, low fundraising overhead, and financial transparency. This rating should inspire even more confidence in our donors that their contributions are being used efficiently and effectively. ★

2006 Revenues and Expenses

(in thousands)

Revenue	\$	%
Unrestricted Revenue		
NFC and Federation Support	1,900	17.3
JCC Dues	3,550	32.4
Annual Giving & Foundation Grants*	2,305	21.0
Corporate Sponsorship	410	3.7
Program Revenue	2,430	22.2
Earnings From Investments	370	3.3

Total Unrestricted Revenue 10,965 99.9

Expenses	\$	%
Unrestricted		
Program Enrichment Services	3,702	33.8
Community Consultation Services	2,762	25.2
Professional Development	668	6.1
Marketing & Communications	856	7.8
Services to the Military	339	3.2
Jewish Education (Including Israel Operations)	1,238	11.3
Support and Development	439	4.0
Management & Finance	961	8.8

Total Unrestricted Expense 10965 100.2

*In addition to these grants the agency has received additional restricted grants of \$1,145,766 to support programs that do not appear in the above operating budget. They are listed on the following pages.

Donors

Endowment and Capital Funds

Launched in the fall of 2005, the **Meeting the Challenge: SECURING JEWISH FUTURES** campaign is making it possible for JCC Association to achieve a tripartite goal:

- Creating and endowing the new Merrin Center for Teen Services to benefit both Jewish teens throughout North America and the teen professionals in JCCs who work with them.
- Enhancing the JCC Association general endowment to enable us to meet the rising costs of our current initiatives, maintain the quality of our signature programs, and respond flexibly to new JCC needs as they arise.
- Meeting the capital expenses of our relocation to new offices, necessitated by the changing real estate market in New York. Our new headquarters are providing a fiscally responsible, cost efficient, technologically sophisticated home with room for growth in the years ahead.

We thank the donors whose commitment and generosity have helped us pass the half-way point in this five-year, \$12,000,000 campaign*:

The Merrin Center for Teen Services

Anne Heyman and Seth Merrin

The Jerri-Ann and Gary Jacobs Family Conference Center

Jerri-Ann and Gary Jacobs

The Irene and Edward H. Kaplan Lobby

Irene and Edward H. Kaplan

The Barbara and Morton Mandel Executive Suite

Barbara and Morton Mandel

Conference Rooms and Department Suites

Noreen Gordon Sablotsky
Ann P. and Stephen M. Kaufman
Evelyn and Jerome B. Makowsky
Geri and Lester Pollack
Andrea and Alan P. Solow

Senior Staff Offices

Bonnie and Allan Finkelstein
Sharon and Stephen Seiden
Sharon and David Wax

Management Team Offices

Irene and Phil Shiekman
David Sterling

Staff Lounge

D’vora Tager and Robert Dietz

Professional Team and Consulting Staff Offices

Michael Ostroff, The Ostroff Group
Carol and Lawrence Zicklin

Guest and Visiting Personnel Suite

Virginia A. and Frank Maas

Entryway Mezuzah

Barbara & Edwin Goldberg

Work Stations

Mandell L. Berman
Deena and Jerome A. Kaplan
I. E. Millstone
Barbara and J. Victor Samuels
Irene and Philip M. Shiekman



President’s Office and Senior Staff Office Mezuzot

Shirley and Allen Solomon
Roberta and Allan Weissglass

Mezuzot

Judith and Lester Lieberman
Fani Magnus Monson and Michael A. Monson
Alan and Janet Mann
Laura Rubin and Leonard Rubin ל"ר
Toby and Robert Rubin
Ronna and Michael Segal
Amy and Andrew J. Shaevel
Charlene and Jack G. Shaffer

*As of December 31, 2006

For information about contributing to the Meeting the Challenge: SECURING JEWISH FUTURES Campaign, or to learn about naming opportunities in the new JCC Association continental headquarters, please contact Fani Magnus Monson, vice-president of development, by e-mail at FaniMM@jcca.org or by telephone (212) 786-5135.

On hand for the ribbon-cutting, affixing of mezuzot, and celebration as JCC Association opened its new offices in October were many of the visionary leaders who helped establish the new home of the JCC Movement. Above, JCC Association Chair, Alan P. Solow toasts the historic occasion. At left, Irene and Edward H. Kaplan, and Jerome B. and Evelyn Makowsky with Ann and Stephen Kaufman. Below, left to right: Noreen Gordon Sablotsky, Gary Jacobs, and Geri and Lester Pollack. We are deeply grateful to these, and all the generous donors who are helping us Secure Jewish Futures.



Donors

Endowment Funds

Beyond2000

JCC Association is grateful to the Harry and Jeanette Weinberg Foundation of Baltimore, and proud to have partnered with it in this successful campaign, which enhanced our endowment by a total of \$5,100,000. We thank the following donors whose generosity in contributing \$3,600,000 made it possible to meet the Weinberg Foundation's \$1,500,000 challenge grant.

Visionary

Harry and Jeanette Weinberg Foundation, Inc.

Founders

Edgar M. Bronfman
Irene and Edward H. Kaplan
Evelyn and Jerome B. Makowsky

Benefactors

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Merle and L. Michael Orlove
Geri and Lester Pollack
Syril Rubin and Leonard Rubin ז"ל
Noreen Gordon Sablotsky
Paula L. Sidman and Edwin N. Sidman ז"ל
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Shirley and Allan Solomon
Andrea and Alan P. Solow
Estate of Henrietta Weil

Friends

Wendy and Warren Blumenthal
Eleanor and Edward Epstein
Laura Rubin and Leonard Rubin ז"ל
Charlene and Jack G. Shaffer
Randi and Ian Sherman
Peggy and Philip Wasserstrom

Endowing Today for Tomorrow

The following individuals 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.

Founders

Joan and Jesse Feldman ז"ל
Florence G. Heller Memorial Fund
Florence G. Heller Trust
Mary and Solomon Litt ז"ל
Barbara and Morton L. Mandel
Samuel Morganroth
Geri and Lester Pollack
Esther Leah Ritz ז"ל

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Sam Sulsten
Lee and John M. Wolf, Sr.



Endowing Today for Tomorrow Benefactors, cont'd.

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Beatrice and Irving Edison
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Anita and Arthur Rotman
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Muriel and Myron Strober
Sharon and Edwin Toporek
Peggy and Philip Wasserstrom
H. S. Weil Estate
Linda Cornell Weinstein and Sherwin Weinstein
Roberta and Allan Weissglass

Endowment-Funded Program Support

JCC Association gratefully acknowledges the following generous supporters, who through their endowments make these programs possible on an ongoing basis:

Support of JCC Association Israel Office

Judith and Mark D. Litt

Jewish Education Programming

Geri and Lester Pollack

JCC Association Scholars Fund

Syril Rubin and Leonard Rubin ז"ל

Esther Leah Ritz Next Generation Memorial Fund

To honor the memory of Esther Leah Ritz, former continental chair and founder of the JCC Association Endowment Fund, we established the Esther Leah Ritz Next Generation Memorial Fund. Proceeds of this endowment underwrites the cost of the Next Generation program, which supports the development of lay leadership for Jewish Community Centers.

We are grateful to the donors to this endowment fund:

Judith and Joseph D. Hurwitz
Irene and Edward H. Kaplan
Ann P. and Stephen M. Kaufman
Carol and Leonard Lewensohn
Philanthropic Fund
Barbara and Morton L. Mandel
Evelyn and Jerome B. Makowsky
Melanie Katzman and Russell Makowsky
Geri and Lester Pollack
Laura Rubin and Leonard Rubin ז"ל



Endowed Scholarships

JCC Association scholarships enable students who plan to make careers in the JCC Movement to pursue their education at the master's level. We are grateful to the donors of these scholarship funds:

Robert L. Adler Memorial Scholarship Fund
Alumni Scholarship Fund
Ella and Gerrard Berman Scholarship Fund
Elayne and Julian Bernat Scholarship Fund
Harold Dinerman Memorial Scholarship Fund
Shirley and Royal H. Durst Scholarship Fund
Joan and Jesse Feldman Scholarship Fund
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Sam Sulstan Memorial Scholarship Fund
Olga F. and Oliver B. Winkler Scholarship Fund
Helen and Harold O. Zimman Scholarship Fund



Annual Support

New Initiatives Fund

JCC Association expresses its gratitude to the visionary supporters of the New Initiatives Fund, spearheaded by Past Chair Edward H. Kaplan. Through their generosity, the New Initiatives Fund is enabling 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 is allowing JCC Association to provide for the ever-changing and growing needs of Jewish Community Centers with creative new models and cutting-edge technologies.

Gary Berman
Mandell Berman
Joshua Bernstein
The Diane and Norman Bernstein Foundation
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Daniel Solomon Woodbury Fund
Andrew Tisch

Donors

Mandel Center for Excellence in Leadership and Management

JCC Association is grateful to the **Mandel Foundation** for its annual renewable grant, which created and sustains the Mandel Center for Jewish Education.

JCC Association thanks **Irene and Edward H. Kaplan** for their support of a program with the Mandel Center for Excellence in Leadership and Management dedicated to helping new and emerging Jewish communities to create Jewish Community Centers.

Mandel Center for Jewish Education

JCC Association is grateful to the **Mandel Foundation** for its annual renewable grant, which created and sustains the Mandel Center for Jewish Education.

JCC Association also thanks the following for their support of programs within the Mandel Center for Jewish Education:

The AVI CHAI Foundation:

Lekhu Lakhem: Jewish and Educational Journeys for JCC Camp Directors

George S. Blumenthal:

TAG: Jewish Values Through Camping®:
Touching Torah

Merrin Center for Teen Services

JCC Association is grateful to **Anne Heyman and Seth Merrin** for their annual grant which created and sustains the Merrin Center for Teen Services, which is dedicated to enhancing the work of teen professionals and providing programming for the youth they serve.

Annual Fund 2006

JCC Association gratefully acknowledges the following donors who have made generous contributions to the 2006 annual support program:

Leadership Circle

Jerri-Ann and Gary Jacobs
Irene and Edward H. Kaplan

Platinum Plus Club

Edith Everett
Joan and Martin E. Messinger
Geri and Lester Pollack

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In honor of Lenny Silberman
Andrea and Alan P. Solow
Linda and Jerome Spitzer

Silver Plus Club

Fern and James Badzin
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Judith and Lester Lieberman
Judith and Mark D. Litt

Annual Fund 2006 Silver Plus Club, cont'd.

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We thank the following donors whose
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Leonard Rubin

Earlier this year, we lost our long-time board member, Leonard Rubin. Rubin was a mainstay of his northern New Jersey community, deeply involved in many communal institutions, but he had a special relationship with the JCC Movement. He was a founder and supporter of the JCC on the Palisades, from its original home in Englewood to the large, beautiful facility in Tenafly. The whole Rubin family—his wife Syril, and their children, Daniel, Robert, Toby, Leslie, and Mark, and their families—loved the JCC, and their dedication is evident from the nursery school to the basketball court. Rubin joined the JCC Association board in 1978 and chaired the 1986 Biennial in Toronto as well as the Leadership Development Task Force. Always concerned about the future of the JCC Movement, he received the Frank L. Weil Award and the JCC Association Community Builders Award in recognition of his extraordinary accomplishments. His generosity made possible the JCC Association scholar-in-residence program, which has deepened the Jewish education of both staff and board. "He was the guy who articulated and inspired and motivated the others," said Sandra Gold, another JCC Association board member and friend and neighbor of Rubin's. We mourn his loss; he will be deeply missed.

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Community Services

consults with all communities to enhance the functioning of JCC boards, executives, and staff. Provides JCCs with ongoing training in areas such as lay leadership development, staff development, programming, finances, etc. Helps JCCs improve their services by conducting research, gathering statistical data, and strategic planning studies, developing annual work plans, and providing seminars for management and lay leaders. Community Services sends a bi-weekly electronic communication packet to executive directors and presidents to share resources, information, and trends. Research & statistical data provided by Florence G. Heller-JCC Association Research Center.

Mandel Center for Excellence in Leadership and Management in JCCs

is transforming the field by allowing JCCs to assess their management effectiveness and leadership needs, be more responsive to difficulties as they arise, and develop a practical approach towards continuous self-improvement over time. MCELM will help JCCs meet the challenges of the future with confidence and proficiency.

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Finance and Administration Services

oversees management of financial and human resources record keeping, financial reports, and information technology. Assists JCCs in developing data-processing plans and in conducting financial reviews. Maintains JCCs Online, the computer network linking the JCC Movement.

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Financial Resource Development

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JCC Association's Israel Office

represents the interests of North American JCCs and provides services for them in Israel. It also implements Israel-based Jewish educational programs including training seminars for JCC professional staff and lay leaders, JCC Maccabi Israel® experience programs for teens, Taglit-birthright israel for young adults, partnership initiatives between JCCs and community centers in Israel, and creates specialized Israel trips for JCC members.

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JWB Jewish Chaplains Council

is a US Government-accredited agency to serve the religious, educational, and morale needs of Jewish personnel in the armed forces, their families, and

patients in VA hospitals. Its Council Advisory Group consists of Conservative, Orthodox, and Reform rabbis and active-duty Jewish chaplains, a cooperative and successful venture in Jewish pluralism.

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Mandel Center for Jewish Education

has as its mission to infuse the people, experiences and programs of the JCCs of North America with Jewish content, learning, and values, and thereby to enhance and elevate every Jewish person who is part of a JCC community.

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Marketing and Communications

maintains consistent brand image for the JCC Movement and provides consultation and training to JCCs to increase their effectiveness in image building, advertising, communications, public relations, and branding, as well as accommodating the in-house needs of JCC Association.

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Merrin Center for Teen Services
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Professional Development

recruits, refers for placement, counsels, and trains professionals across the continent. Extends scholarships to qualified college graduates interested in JCC careers and offers training seminars as well as study seminars in Israel.

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Program Services

provides JCCs and camps with program assessment and resources to help them maintain creative, innovative programming in arts and culture, early childhood education, adults, teens, individuals with special needs, fitness, recreation, and camping. It also coordinates the JCC Maccabi Experience, which includes JCC Maccabi Games®, JCC Maccabi Israel®, and JCC Maccabi ArtsFest®.

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