



JCCs of North America
מרכזים קהילתיים יהודיים בצפון אמריקה



INSPIRING JEWISH JOURNEYS™

JCC ASSOCIATION
ANNUAL REPORT
2005



Edward H. Kaplan



Allan Finkelstein

INSPIRING JEWISH JOURNEYS

We have just completed an exciting and productive year at JCC Association, a year marked by innovative programming and enhanced services to JCCs and federations. Following the guidelines of Hagshama, our strategic plan, we moved forcefully ahead in the development of continental programming to engage young Jewish adults sparked by partnerships with GesherCity and birthright Israel. We worked to design even more substantive professional development, and provided a thoroughly researched and tested database-management system to JCC executives. We rolled out our new JCC brand, with an energetic and youthful “look and feel,” so that individual JCCs could benefit from the powerful brand identity of the whole JCC Movement. We inaugurated JCC Resources, an extraordinarily helpful online site for JCC staff, presidents, and JCC Association board members, where they can find and download hundreds of forms, documents, and images. We commenced planning for JCC Maccabi ArtsFest, a week-long celebration of creativity for Jewish teens, and selected a pilot site for 2006. We launched TAG in a group of JCC day and resident camps, giving campers and staff exciting new ways to infuse Jewish values into the camp day, and we initiated Lekhu Lakhem, a Jewish-education program for resident-camp directors. Many of these programs have been made possible by the generosity and vision of our chair, Ed Kaplan, and other philanthropists through the New Initiatives Fund, and we are deeply grateful to them.

These bold new programs and services all have one goal—to help JCCs do their most vital work, which is to inspire Jewish journeys. Inspiring Jewish Journeys™ is the theme of this annual report, and we have included personal essays from different people—both JCC members and staff—who have found the JCC to be a critical station or destination on their Jewish journeys. By being a place of acceptance that encourages growth, the JCC has helped all these people nurture their Jewish selves. We believe our work in 2004 and beyond played a part in that.

Allan Finkelstein
President

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Children at the Riverdale YM-YWHA,
Bronx, NY.
Photograph by George Hirose.

THINKING ABOUT JEWISH JOURNEYS

What makes a journey Jewish? What is the role of the JCC in helping its clients negotiate options?

BY DR. ALVIN MARS

“God said to Abram, ‘Go you forth from your native land and from your father’s house to the land that I will show you... Abram went forth as God had commanded him...’” (Genesis 12: 1-2) The creation of the Jewish people began with a step, Abraham’s first step in response to God’s command. Even though Abraham did not know his specific destination, he did sense that ultimately he was heading home. He may not have known it, but he was on a Jewish journey.

What inspired Abraham’s journey? God’s command, *Lekh Lekha*, can be translated as “go to you,” i.e., go discover who you are and what you can become. In her book, *The Beginning of Desire: Reflections on Genesis*, Biblical scholar Aviva Zornberg comments on *Lekh Lekha*: “The imperative of transformation is the driving force of *Lekh Lekha*. To leave one’s place is ultimately to seek to become other [T]he call of *Lekh Lekha* is an urging to self-transformation.”

In the strategic plan recently completed by JCC Association, *Hagshama, Realizing Our Future*, the first among eight significant areas for action called for the JCC Movement to “plan flexible approaches to inspire and guide individuals and their families to undertake and move along their unique Jewish journeys. JCCs should connect them with the wide variety of opportunities within the Jewish community that will provide them with rich growth and development.”

At a meeting of JCC Jewish educators, a series of questions emerged that could help to forge a better understanding about the complexity of inspiring Jewish journeys in a pluralistic, open institution like a JCC. What makes a journey Jewish? Do we encourage multiple destinations? Do we encourage a single destination with multiple routes? What is the role of the JCC in helping its clients negotiate options? Is an internal journey, one that focuses on meaning more than action, necessarily a rudderless one? How can we help people at the specific point of the journey on which they are located? Is the JCC itself a destination for one’s Jewish journey, and/or a vehicle for making the trip? How can a JCC guide an entire family through a Jewish journey, not just the individual who presents him or herself for a program or activity? What about JCC staff members and their Jewish journeys?

As the answers to these questions and others emerge in our JCCs across the continent over the years to come, they promise to offer the people we inspire the same opportunity for self-transformation and discovery that the first step of the first Jew offered to Abraham. Hopefully, this will enhance not only their own lives as Jews, but will also make the life of their Jewish communities richer.

DR. ALVIN MARS IS THE DIRECTOR OF THE MANDEL CENTER FOR JEWISH EDUCATION.



INSPIRING
JEWISH JOURNEYS™

IMPLEMENTING HAGSHAMA

Recommendations without action are simply words on a page.

Every day, people from many different backgrounds enter the doors of JCCs. Some come to learn, some to play, some to meet others. Our strategic plan, *Hagshama: Realizing Our Future*, is filled with recommendations to help those people continue on their individual Jewish journeys. But recommendations without action are simply words on a page. Determined to carry through the work of the Hagshama Commission, JCC Association immediately began to implement many of the suggestions in the strategic plan so that JCCs can continue to inspire those Jewish journeys.

Hagshama recommended that JCCs engage young Jewish adults, people who are mobile and looking for jobs, homes, and friends. We developed an alliance with GeshherCity, an online community that successfully reaches young Jewish adults. The GeshherCity website, www.geshhercity.org, 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. We hired a professional to work specifically with GeshherCity and young adult staff in JCCs, another Hagshama recommendation. Young Adult Coordinator Beth Schiff has already started reaching out to the demographic group that will provide future JCC leaders and members, and begun working with young-adult staff in JCCs across the continent.

Thanks to a grant, we have started a conversation with another group of young adults, those who have gone on birthright Israel trips. In

January, birthright Israel alumni from the Southeast met in New Orleans in the first of several planned events. The retreat organized by Suzy Glazer, coordinator of the birthright alumni program in our New Orleans office, took place at the Hilton New Orleans Riverside. The weekend was free for all the participants, just as their trips to Israel were. Besides social time, there was a Shabbat service, a scholar-in-residence, and programming on Southern Jewish history. Coordinating with federation, Suzy has planned another reunion for Martin Luther King Jr. weekend in 2005, this time in Atlanta. Beth Schiff is also working with birthright alumni from our New York office.

Hagshama recommended that we build on the success of the JCC Maccabi Games®, the largest gathering of Jewish teens in North America, so we are developing an exciting new program called JCC Maccabi ArtsFest™. ArtsFest is designed to appeal to teens who are engaged in the arts, be it dance, music, photography, film, or other creative endeavors. JCC Maccabi ArtsFest will give many more teens the chance to be part of a large, week-long Jewish event and move forward on their Jewish journeys. As Doron Steger, chair of the JCC Association Maccabi ArtsFest Committee, said, "Not only will they come to compete, they will come to learn."

The Hagshama Commission believes that JCC professionals are a JCC's most important investment. We expressed that commitment in many different ways in 2004. Eighteen JCC senior professionals met in Orlando in February to kick off an 18-month

training program to prepare them to become executive directors of JCCs. Since its inception in 1976, 108 people have gone through the Executive Director Training Program (EDTP), and 67 percent are still in the JCC field, including several current leaders of JCC Association, a testament to the program's effectiveness. The brand-new six-month Middle Management Training Program targets JCC professionals with a minimum of six years of JCC experience who want to build careers in JCCs. JCC Association Graduate Scholarships allowed 20 talented young professionals to pursue their graduate educations in the last year with the help of JCC Association. Those men and women will be contributing their skills and enthusiasm to the JCC Movement, making all of us stronger.

The last Hagshama recommendation urged the JCC Movement to create a unified and vibrant "brand." A strong brand identity helps all JCCs to communicate the core values and purpose of the JCC Movement. It identifies individual JCCs as part of a larger whole, and tells potential members that JCCs are all committed to certain values, such as lifelong cultural, spiritual, and educational development, connecting to Israel, strengthening Judaism, and total acceptance. We spent a year developing the new brand in consultation with JCCs and a renowned branding agency. We presented our bright, energetic new "look and feel" at the Biennial to widespread acclaim, and JCCs all over the United States and Canada are eagerly adopting it. We conducted a series of conference calls with

marketing directors, and held training sessions with our own staff and groups at JCCs to help people understand how to use the brand voice and apply all the new tools available to them. The results are spectacular. Many JCCs are using the brand to identify themselves as part of the larger JCC Movement, helping people everywhere better understand who we are and what we stand for.



THE NEW INITIATIVES FUND

A bold plan aimed specifically at originating and developing new programming and services to benefit all JCCs.

We have been able to implement all of the new programs on this page thanks to the far-reaching vision and generosity of our chair, Edward H. Kaplan. Along with a forward-thinking group of philanthropists, Ed Kaplan has made it possible to establish The New Initiatives Fund, a bold plan aimed specifically at originating and developing new programming and services to benefit all JCCs. The New Initiatives Fund focuses on three areas: program enhancement, professional development, and JCC Association efforts to benefit 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.

In addition to JCC Maccabi ArtsFest and the Young Adult Initiative, The New Initiatives Fund is underwriting a program incubator project, which will stimulate dynamic new programming ideas from around the continent. It supported the enhancement and expansion of the JCC Association website, with its exciting new feature, JCC Resources. It made possible the JCC Association Technology project and the selection of CSI software for JCC management systems. New Initiatives is funding the implementation of Hagshama, and has enabled the initiation of new services to JCCs, such as corporate relations, which offers a menu of preferred vendors to let JCCs benefit from preferred account status. The JCC Movement will be benefiting from The New Initiatives Fund for many years to come.

EARLY CHILDHOOD EDUCATION

Parents, children, and teachers are working together to create vibrant learning communities.

This was a very exciting year for An Ethical Start®, the values-education program based on classic Jewish texts for JCC preschoolers and their families. Twelve more JCCs are using the program, bringing the total to 34, and our early childhood education department is adding three more training conferences for teachers. Curriculum Specialist Lisa Litman visited many of the sites already involved with An Ethical Start during the year and reported that the JCC's exhibit tremendous creativity and variety in implementing the program. The Weinstein JCC of Richmond, Virginia opened their doors – and classrooms – and allowed us a glimpse into their adaptation of An Ethical Start so we could make a video. The film crew even spent time with a family, capturing some of the ways they have incorporated An Ethical Start into their daily life. Parents, children, and teachers are working together to create vibrant learning communities.

We renamed our orientation training An Ethical Start Kadimah Conference since *kadimah* translates to “Let’s go!” which truly reflects the inspiring classes taught by the entire Ethical Start team. Our first of two Kadimah Conferences this year was well-attended by teachers, school directors, Jewish educators, and parents. An Ethical Start Academy is another new staff-development opportunity for teachers who are familiar with the program. This

training program focuses on family education and is designed to help teachers involve parents in the learning. So far, 90 people have participated in An Ethical Start training.

Dr. Ruth Pinkenson Feldman, director of JCC Association early childhood education department and co-creator of An Ethical Start, received a great honor when she was presented a Covenant Award at the General Assembly in Cleveland. This honor is given to extraordinary Jewish educators in North America and carries a \$25,000 prize to the recipient and \$5,000 to the winner’s agency. “JCC Association is all about Inspiring Jewish Journeys,” Feldman said in her acceptance speech. “They have inspired me since I have come on board, and I am so inspired by the seriousness which they bring to Jewish learning and Jewish living. To see how each JCC across North America has taken the teachings of the Mishna and Pirkei Avot into their hearts and minds, and created individual programs with all the love and sensitivity that you can imagine is astounding.”



my jewish journey

ANDREA C. ALCABES
I.J. & JEANNE WAGNER JCC
SALT LAKE CITY, UTAH



I have lived in Salt Lake City for 28 years. There are about three thousand families in the Salt Lake metropolitan area that identify themselves as Jewish. I was born in New York City and grew up in an unaffiliated Jewish home on Long Island. I went to Jewish summer camp, but that was about the extent of my religious training. My husband, who is not Jewish, and I were married by a Jewish judge in a civil ceremony that concluded with my husband breaking a glass and my grandfather's “mazel tov.”

We joined the JCC in Salt Lake City when my older daughter was a baby so that she could attend their preschool. I had never been in any JCC anywhere prior to that time. After years of attending JCC preschool, summer camp, and the after school program and believing that the JCC was indeed her second home, my younger daughter asked why, if we were Jewish, we never went to synagogue. At her prompting, we joined a synagogue. For the first time in my life, I belonged to a synagogue. My daughter became a bat mitzvah and my older daughter was confirmed. Both girls are active in BBYO. My older daughter is the regional leader for the Mountain region and my younger daughter is the leader for the Salt Lake chapter.

ANDREA ALCABES IS THE PRESIDENT OF THE WAGNER JCC.

MANDEL CENTER FOR JEWISH EDUCATION (MCJE)

We infuse JCC camps with even more Jewish content to make the camping experience deeper and richer.

We know Jewish camping inspires Jewish kids. We know our JCC camps reach over 100,000 kids annually. The Mandel Center for Jewish Education, generously funded by the Mandel Foundation, saw a great opportunity in these two facts and undertook to infuse JCC camps with even more Jewish content to make the camping experience deeper and richer, and able to inspire more Jewish journeys.

TAG (*Torah*, study, *Avodah*, service, *Gemilut Chassadim*, kindness), the MCJE camping initiative, piloted two curricular units during the summer of 2004. About two thousand campers were involved in Hachnassat Orchim, Welcoming the Stranger, a community and friendship-building program for the beginning of each camp session, and Lighting Candles with Our Ancestors, an art and archaeology program inspired and funded by the George Blumenthal Foundation. MCJE trained camp staff so they were able to involve the campers in art, drama, and games centering on the two themes. Both staff and campers loved the units, and MCJE is making Hachnassat Orchim and Lighting Candles with Our Ancestors available to camps all over North America for the summer of 2005 so JCC campers from Maine to Vancouver will be able to benefit. More TAG units are already in the planning stages for 2005, including one on Israel and another module on the weekly Torah portion generously funded by the Blumenthal Foundation. JCC campers will be able to delve into the

richness of the summer Torah portions through lots of different art, drama, and discussion activities.

To inspire the Jewish journeys of camp directors, MCJE planned a two-year program called Lekhu Lakhem: Jewish Educational Journeys for JCC Resident Camp Directors, with a generous grant from the AVI CHAI Foundation. MCJE named 14 men and women from camps in the West, Midwest, East, and Canada as AVI CHAI-Mandel Fellows. The camp directors will participate in five seminars in North America and one extended seminar in Israel, deepening their knowledge and enriching their sense of Judaism. Their personal journeys will certainly impact those of their campers.

Together with Professor Steven M. Cohen and Judith Schor of the Florence G. Heller-JCC Association Research Center, MCJE has launched a year-long study entitled “How Jewish Is the JCC? An Inquiry in Education, Culture and Ambiance.” The results of this study will help JCCs make sure their programming and facilities inspire Jewish journeys, the ultimate mission of JCCs.



HEALTH, PHYSICAL EDUCATION, AND RECREATION

Good people in the gym make it more than just a gym.

Physical fitness is a Jewish value, and Jewish journeys can begin in the gym just as easily as anywhere else in the JCC. Our health, physical education, and recreation department worked hard during 2004 to give girls athletic role models and to help perfect a fitness system that would appeal to kids. We contributed stories to *FMY* magazine, a supplement to *Fitness Management*, about health and recreation programs in many JCCs, and we continued to work with fitness-industry-promoter Club Industry shows and magazines to benefit JCC fitness departments. Our relationships with the NFL, the NHL, and the NBA and the WNBA brought money, equipment, and information to JCC youth sports departments.

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 and the Hadassah Women's Foundation, we created the Women Coaches Curriculum. This project is designed to train women to be coaches for the JCC Maccabi Games and for other athletic activities in JCCs. Twenty-two participants from 15 JCCs took part in a two-day Women Coaches Academy training clinic at the JCC on the Palisades in Tenafly, New Jersey. The goal was to provide strategies and skills for JCC professionals to recruit and train volunteer women coaches.

Our Preferred Vendor Cybex introduced their new interactive exercise video game Trazer at the JCC Maccabi Games in Rockville, Maryland, and it was a big hit with kids and adults. With the objective to combat obesity in youth, Cybex designed a belt for users that records movement. The player responds to different scenarios playing on a screen with different movements, such as running or jumping, while the sensors keep track. Kids who love video games will be able to get their exercise while they play instead of sitting on the coach. We are assisting the JCC MetroWest in West Orange, New Jersey in a 2005 pilot program to monitor the rate of success in helping youngsters control obesity using Trazer.

We continued to recruit with the professional development services department at the NIRSA (National Intramural, Recreation and Sports Association) and Athletic Business conferences for college graduates who are interested in the fitness field. We believe good people in the gym make it more than just a gym. They make it an inspiring place to begin a journey of self-realization.



my jewish journey

CARRIE MILLS
GORDON JEWISH COMMUNITY CENTER
NASHVILLE, TN

My name is Carrie Mills. When I moved to Nashville 11 years ago from New York City to pursue my songwriting career, my name was Carrie Starner. At the time I was single, and dating a Southern man still living in New York. Soon I began to make a name for myself designing clothes for the country music stars while diligently writing songs. My boyfriend was signed to a songwriting deal and moved to Nashville. Within a year, I was married to a Southern, Catholic man and pregnant. It was the beginning of the family I always wanted.

Growing up in Brooklyn, there was no question of my heritage. On a Jewish holiday more than half of my public school class was out. We celebrated Passover, but that was about it. I do not recall ever going to synagogue as a child. Yet, upon arriving in Nashville, I knew I needed to seek out the Jewish community. I began going to different synagogues for the Jewish holidays. I was soon introduced to the JCC. Within my first year in Nashville, the JCC had an exhibit of my designs and photographs. I performed at songwriter's nights they hosted. It was always such an open and inviting atmosphere.

When my son was born, my husband and I hit financial problems, and I had to return to work. I turned to the JCC to

place my son in the wonderful preschool. Not only did the JCC offer the financial assistance we needed at the time, they were very flexible with the hours I needed to fit my freelance work schedule. I began to meet wonderful families, and my son and I developed many friendships. When my mother was ill and dying in Brooklyn, my son and I struggled with traveling back and forth. The people I met at the JCC were so caring and the preschool was so supportive in helping care for my son during this time. The JCC was beginning to take on the role of the family I did not have in Nashville.

The year my mother passed away, I realized I had to carry on the tradition. I made my first Passover Seder for 13 friends, replete with my grandmother's and mother's dishes and recipes. When it was time for my son to enter kindergarten, one of the preschool teachers suggested we look at Akiva, the Jewish day school. We hadn't even considered day school because of the expense, but she convinced us to go to the open house. Akiva offered us financial assistance and made it possible for our son to receive an outstanding education steeped in his Jewish culture and religion. At that time, it became clear that it was important for my family to join a synagogue. It was a daunting decision, but I finally settled on

the Conservative synagogue. It didn't hurt that the rabbi was from Brooklyn!

We continued to struggle financially, I was working three part-time jobs, and my marriage was beginning to crack. One day I saw an ad in *The Jewish Observer* newspaper for a job at the JCC for part-time secretarial help. I was hired as assistant to the seniors program, membership and cultural events. The director, Ed Finkelstein, was so inspiring in his leadership and the way he ran the center. I felt blessed to have found a job where I felt respected and appreciated. When my marriage broke up a while later, one of my JCC supervisors said, "I have a job for you." She handed me her job as advertising manager for *The Jewish Observer* newspaper, a position she had built up over 17 years.

So, here I sit 11 years later. I work for the Jewish community. I belong to a synagogue. My son attends Jewish day school. I hold Shabbat dinners in my home. My son reads the prayers in Hebrew at the Seder. I have discovered the beauty of my faith and I have found faith in a community filled with wonderful people. I go to work each day feeling blessed and filled with appreciation for the Gordon Jewish Community Center of Nashville, Tennessee.

JCC MACCABI ISRAEL™

That's what makes JMI trips special—they are personalized.

The bus pulled up to the spot along Tel Aviv's seafront promenade, and the young people clambered down the steps. The somber teens gathered in a tight circle, many weeping, to commemorate the heartless murder of teenagers out for a night of fun. They were standing where 21 young people had been killed and 120 wounded in a terrorist attack on the Dolphinarium disco. Just like them, the victims had been mostly Russian-speaking immigrants.

JCC Maccabi Israel, formerly JMaX, planned the trip to the bombed disco especially for a birthright Israel group made up of many Russian-speaking American teens. Youth workers from Brooklyn's Kings Bay YM-YWHA and the Edith & Carl Marks Jewish Community House of Bensonhurst led the trips along with JMI staff. The majority of the teens on the buses spoke Russian, and many were from the metro New York area. That's what makes JMI trips special—they are personalized.

"I definitely wanted to go to Israel always, and this was a perfect opportunity," said Natalie Niyazova. Many people had told Natalie what a great time they'd had on their birthright trips, so Natalie joined friends and relatives from the Bukharan community in Queens, Jews who have immigrated from the Asiatic republics in the former Soviet Union, to go on this special

birthright Israel trip. In addition to visiting the Western Wall, exploring an archaeological site, and riding donkeys, the groups had Russian-speaking guides and planned activities that would resonate with these young people, like the visit to the Dolphinarium. There was plenty of time for pure fun, too. "Since no one slept at night, everyone slept on the bus. It was great," Natalie said. In 2004, JMI led six birthright Israel trips and several teen trips to Israel, as well as a trip to the West Coast. Altogether, almost 300 travelers went to Israel, a dramatic increase over the past several years. With the name change in September, JMI is eager to inspire literal as well as metaphoric Jewish journeys, and is already planning for 2005.



my jewish journey

SEAN BLUM
JCC METROWEST
WEST ORANGE, NJ

There are many places that a teenager can get leadership opportunities and have amazing experiences, but there is something special about the JCC. I believe that it all stems from the first C in JCC. Community is not just about people and the things they do, but about the bonds and friendships made in the process. For me, it is a feeling. Knowing that I share something with the people around me makes the community stronger. My experience in the JCC community has been a life-changing one. It has given me a focus on what I would like to do with my life, from my major in college to a possible career.

I was a part of the Teen Committee at the JCC during high school. The twelve of us created Jewish programming for the entire teen population of MetroWest. Judaism was the bond that brought us all together, and it was the connection that kept us strong through the year. We became such a close-knit group and accomplished so much together. Another opportunity that I had at the JCC was being the teen representative to the Board of Trustees. Attending these meetings gave me insight into the workings and administrative areas of the JCC. I don't know many teens who enjoy long meetings

late at night with a group of adults discussing budgets and programs ... but I do. I was able to study different leadership styles, learn how to run a board meeting, and see a side of the community that I had never seen before. This experience has inspired me to pursue the field of Judaic administration after college. Currently, I am a freshman at the University of Massachusetts in Amherst. I am majoring in business management and plan to minor in Judaic studies. Hopefully, these courses will aid me in the career that I choose.

There would be something missing in my life, almost an untapped resource, if it hadn't been for the JCC. It was there for me, and helped in building my identity and shaping me for the future.

JCC MACCABI GAMES®

We want to keep in touch with every athlete, parent and coach throughout the year.

The 2004 JCC Maccabi Games® were as thrilling as ever for everyone who participated. "The 2004 JCC Maccabi Games provided 6,000 Jewish teens a week-long Jewish experience involving athletics, evening events, tzedakah projects, and meeting other Jewish teens from around the world. Austin, Boston, Columbus and Greater Washington hosted amazing Games that will help lead our Jewish teens further on their Jewish journeys," said Ron Siegel, associate director, JCC Maccabi Games.

Electronic communication transformed the 2004 Games. We began a regular regimen of e-mail blasts early in the spring. We wanted to keep delegation heads, athletes, parents, coaches and host communities connected to JCC Association and to their local JCCs by means of technology throughout the year. The goal was to create a circle of communication and remind everyone that "we are family." From a list of the top 10 things parents could do to enhance their athlete's experience at the Games, to great facts to know before your JCC Maccabi Games journey, to finding your child's sports results online, these e-mail blasts got everyone hyped for an unbelievable summer. Both athletes and parents were better informed and better prepared. As a result, there was a significant decrease in negative behavior and an increase in sportsmanship and fair play. We want to keep in touch with every

athlete, parent and coach throughout the year in the same way.

When Anouk Spitzer, the daughter of Andre Spitzer, the Israeli fencing coach killed at the 1972 Munich Olympics, joined Jim McKay, ABC anchor for those fateful games, to light the JCC Maccabi Torch in Rockville, MD, there wasn't a dry eye in the house. It is our honor, privilege, and duty to remember the Munich 11 athletes and educate the next generation about the 1972 massacre, and we do it at every single JCC Maccabi Games. An attending parent was quoted as saying, "Anouk Spitzer's speech was very moving, and having Jim McKay present was quite unbelievable. We felt it gave the kids a wonderful feeling of having a strong Jewish identity. No matter how religious you are, the JCC Maccabi Games created a great sense of bringing Jewish teens from all over the world together, forming a close bond with one another."

The JCC Maccabi Games have been offering a life- and personality-shaping experience since 1982, but they would not be as successful without the help of The Coca-Cola Company®. The JCC Maccabi Games receive sponsorship funds plus Coca-Cola products for use at the events. Our partners, Maccabi USA, Maccabi Canada, and Maccabi World Union, continue to give us invaluable support. We look forward to another amazing set of Games in 2005 in Richmond, San Antonio, Dallas, and St. Paul.

JCC RESOURCES

Download hundreds of articles, images, logos, and research.

JCC Resources is the newest service that JCC Association has developed for JCCs in 2004. This fabulous password-protected site—just for JCC staff, presidents, and JCC Association board members—allows them to read and download hundreds of articles, images, logos, and research about all aspects of JCC work. Information about the latest technology, photographs in the new brand “look and feel,” applications for scholarships, registration forms and more—all are now available on the JCC Association website at the click of a mouse.

We are constantly uploading information about camping, arts and culture, professional development, technology, and other areas that JCC folks deal with daily. Do you need

to know JCC Association standards for special-needs programs? You can find them on JCC Resources. Want to distribute Hagshama at your board meeting? Download it from JCC Resources. Curious about a nonprofit tax question? Check it out on JCC Resources. Looking for images in the new “look and feel”? They’re on JCC Resources.

JCC Resources is a great way for JCCs to share information, too. We have already posted many JCC program guides, guidelines and other sample materials. We hope JCCs will share photographs and other images and materials in the future. JCC Resources is the place to go for everything you need to make your JCC the best it can be.



PROFESSIONAL DEVELOPMENT SERVICES

They want to be the best they can be.

Our JCCs are as strong and successful as the people who work there. What can we do to help the people who work at JCCs fulfill our goal to inspire Jewish journeys? 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. That told us that they want to be the best they can be.

To respond to those needs, the professional development services department of JCC Association planned three pilot seminars on supervision for 2004. JCC professionals

from the New York metro area JCCs attended four half-day seminars at JCC Association’s New York office. Steven Rod, vice-president of professional development, held one-day seminars at the YM-YWHA/Montreal JCCs and at a regional meeting of the Association of Jewish Center Professionals. Seventy people attended altogether.

Each seminar focused on goal-setting, open communication, and performance evaluation, critical skills for effective supervisors. We’re already drawing up plans to present more supervision seminars in 2005 in order to give JCC professionals what they need.



my jewish journey

CAROLYN AMACHER
TUCSON JCC
TUCSON, AZ



The quick, subsidized trip to Israel fit neatly into my tight schedule and budget. I was determined to be practical this time and enjoy the sounds and sights, without the overwhelming awareness of “returning to Zion” clouding my mind. My JCC/Jewish professional activities were so focused on the here and now, on *tachlis*, that I figured I would have no problem keeping my feet on the ground in Israel, a land that had a tendency to hypnotize me with echoes of the past and promises of the future.

The simultaneous deaths of my best friend and my father 17 years before had propelled me to drop my journalism career and turn to building Jewish community at JCCs. But days filled with checking pool temperatures and building electronic bulletin boards could easily lead to forgetting about the greater purpose of Jewish community building. The last time I was in Israel was to commemorate their deaths, and I was surrounded by their hopes and dreams. Now it was time to let go and live a “normal” life. I just needed a sign.

I woke up in the middle of the night in a panic. Had my passport expired? I opened the drawer where I kept my valuables and scanned my updated passport. A piece of paper fell out with a poem in my friend Marilyn’s handwriting. It was the lyrics to “The Rainbow Connection.”

The next day we set out to visit my in-laws. My husband popped in a DVD he had rented. As I sat in the back seat with

our children, the Muppets came on screen, and “The Rainbow Connection” began to pour out of the speakers. “Someday we’ll find it, the rainbow connection, the lovers, the dreamers, and me.” This was it, the sign I’d been waiting for. I decided right then that my destiny was not to abandon, but to embrace my lofty dreams, and pursue them with zeal, especially while in Israel.

Upon my return, my ideals, shaped by my father, were on constant replay in my mind. In search of balance, I pulled out my Walkman to go for a run and picked an Israeli compilation tape. I hadn’t listened to the David Broza tape for over a decade. My friend Leora had sent it to me right after my father died. As I coursed a steep hill, I listened to a melody that so comforted me after my father’s death. I hadn’t a clue what David Broza’s words meant, so I brought it to work and asked an Israeli friend to translate. “Live in order to live. God is in the light of the sun, and the rain. It’s okay to be, just to be.” Hearing those words, I was released from my heightened sense of urgency about the purpose of life. My destiny was right in front of me—checking JCC pool thermometers and e-mail, my children’s homework and laughter in my house. That was the message. And I made a safe journey back to earth.

CAROLYN AMACHER IS NOW THE COO AT THE JCC OF ORANGE COUNTY, COSTA MESA, CALIFORNIA.

JCC ASSOCIATION'S ISRAEL OFFICE

JCCs can play a critical role in building bridges between Jews in North America and Israel, the two great Jewish communities in the world today.

the mission of JCCs and all community agencies is to ensure the significant continuation of the Jewish people. Towards this end, JCC Association strives to maximize the role of Israel in enhancing Jewish identity and love of Judaism, and building bridges to the Jewish people.

Why should the JCC Movement strengthen its commitment to Israel? Because a powerful allegiance to Israel has the potential to connect JCC members to the Jewish people, to strengthen their Jewish identity, and to help them find pathways to continue their Jewish journeys. That's the central message of the Israel Task Force report. When presenting the report, titled "Israel and the JCC: Partners in Jewish Discovery," to the JCC Association Board of Directors at their January meeting, Task Force Chair Ron Prehogen stressed that JCCs are ideally situated to provide a non-ideological forum where people with varying viewpoints can struggle to understand the complex issues in the Middle East. The report also recommends that JCCs use their preeminent position as arts and culture venues to introduce the richness and diversity of Israel's culture to North American audiences. Urging that JCC Association adopt the mission statement printed above, the Task Force emphasized that JCCs can play a critical role in building bridges between Jews in North America and Israel, the two great Jewish communities in the world today.

Travel between those communities is on the upswing. Members of the Israel Office led seminars for many JCCs in 2004, including the JCC of Houston, the Vancouver Board of Governors and Board of Directors, the staff from three Canadian JCCs—the JCC of Greater Vancouver, the Soloway JCC in Ottawa, and the Rose & Max Rady JCC in Winnipeg—the leadership of the Sephardic Community Center in Brooklyn, as well as graduate students in Jewish communal service from the Brandeis Hornstein Program and Hebrew Union College in Los Angeles.

They also hosted four birthright Israel groups and several JCC Maccabi Israel teen trips from JCCs in Milwaukee, Miami, Philadelphia, New Jersey, and others. This is a significant increase over the past two years, noted Richard Juran, the director of the Israel Office, and he hopes it's a signal that JCC travelers will return to Israel in ever greater numbers.



my jewish journey

TRACEY E. DORFMANN
JCC OF GREATER WASHINGTON
ROCKVILLE, MD

My life was incrementally edging back toward Judaism when the unthinkable happened—my husband had a fatal heart attack. Nine weeks later, I lost my job. At 42, I was a widow, the mother of a beautiful five-year-old daughter, and unemployed. I initially connected to the Jewish Community Center of Greater Washington that terrible summer to find a camp for my daughter. Even though it was at the last minute, I was embraced with open arms. While enrolling her, I learned that there were some employment opportunities to work in camp with disabled teens, something I had done during my twenties. I jumped at the chance. It was a blessing that summer—I was making a real difference in the world while taking the focus off myself.

That was how the JCC of Greater Washington became part of my Jewish journey. Work as a religious school teacher, a deepening Jewish spirituality, my past marriage to a Jew by choice, and my profound desire for a job that was community oriented, all coalesced in this special place. The JCCGW allowed the beauty, continuity, and solace of Judaism to open wide before me. As I plan programs and classes, workshops and events, my knowledge and

understanding of Judaism grows. Daily, I experience the vitality of Judaism. I see it in the senior adults coming back from a Jewish lecture or a kosher lunch with friends. I hear it in the giggles and laughter of our preschoolers. I watch children with disabilities enjoying summer camp alongside their typically developed peers. I am witness to children and adults on their way to and from classes, perhaps in a Jewish environment for the first time. I notice teens engaged in activities and discovering their Jewish identities. Everything culminates each Friday morning as I greet JCC members while setting up our Kabbalat Shabbat table. How lucky I am to experience the great joy and blessing of being part of a place where Judaism thrives on a daily basis.

TRACEY E. DORFMANN IS DIRECTOR OF INTERFAITH OUTREACH & JEWISH FAMILY CONNECTIONS; CO-DIRECTOR, INCLUSION PROGRAM, CAMP JCC; JEWISH COMMUNITY CENTER OF GREATER WASHINGTON.

MENTORING JCCs WORLDWIDE

Enriching both the Minsk Jewish community and the American Jewish community.

When World Confederation of JCCs President Jerry Spitzer and former American Jewish Joint Distribution Committee Vice-President Ralph Goldman thought of a way to connect top JCC executive directors from all over the world with JCCs in the former Soviet Union, JCC Association board member Jane Gellman of Milwaukee agreed to chair the project, “I’m interested in the work JCCs can do in building Jewish peoplehood,” Gellman said, explaining her enthusiasm for the mission. That’s why she and JCC Association Executive Vice-President of JCC and Community Services Alan Mann found themselves in Belarus and Russia during the heart of winter. Although Belarus is a bleak country, the JCC in Minsk is warm and inviting, according to Gellman. “What you have on that campus is an incredibly dedicated group of professionals,” she said. People entering the building were relaxed and happy, greeted by smiling professionals who wanted to inspire Jewish journeys in a place where almost the entire Jewish community had been destroyed during the Holocaust. “It was really exciting.”

“The idea behind the project is very simple,” Spitzer explained. “A candle never loses anything by lighting another candle.” Executive Director Harry Stern of the Marcus JCC in Atlanta, Georgia has made a two-year commitment to serve as a mentor to the Minsk JCC campus. Founded and funded by the American Jewish Joint

Distribution Committee, the JCC is run by local staff and volunteers. “This exchange has the potential of enriching both the Minsk Jewish community and the American Jewish community as well,” Stern said. This past summer, a group of teens from Minsk attended Camp Barney Medintz, the resident camp of the Marcus JCC. They made lifelong friends, as well as learning a lot about American Jewish life. Their enthusiasm about Judaism was infectious. “The Atlanta JCC and the Atlanta Jewish community is benefiting” as much as the Minsk JCC, Gellman said. In Moscow, Lew Stolzenberg, executive director of the JCC of Staten Island, and his wife Irene were teamed with the Nikitskaya JCC.

Now that JDC is handing over more responsibility to the local JCCs, they have to develop their own boards. “Each country will end up with JCCs that look different. There’s the beginning of lay leadership [but] it’s got a long, long way to go,” Gellman said. She is excited about the possibilities. “I loved every minute of it. It was fascinating.”



JCCs OF NORTH AMERICA BIENNIAL

“It was wonderful! It may have been our best yet!”

I have been attending these Biennials for almost twenty years and this one certainly ranked among the best of a great string of events,” said Len Saltzman of the Robert & Dorothy Ludwig JCC of Schenectady, New York. Many others echoed that opinion. All the months of planning and preparation paid off. The 2004 JCCs of North America Biennial in Montreal was overwhelmingly voted the best ever. Delegates raved about the seminars, the speakers, the sense of unity, the enthusiasm, the learning, and everything else about the conference. Biennial Chair Lionel Goldman and Host Committee Co-Chairs Doreen Greene and Ian Karper deserve much of the credit for making the Biennial a great success.

In addition to their hard work, volunteers from the YM-YWHA/ Montreal JCCs were unstinting in their helpfulness to Biennial delegates, advising them on restaurants, travel directions, and Montreal history. They did their wonderful city proud. An emotional video highlighted the tribute to Morton L. Mandel at the Jewish Education Plenary, where JCC Association Chair Edward H. Kaplan announced that the Center for Jewish Education would be renamed the Mandel Center for Jewish Education at JCC Association.

Lester Pollack, former JCC Association chair, presented the Frank L. Weil Award for distinguished contribution to the Jewish Community Center field to Jerome B. Makowsky of Memphis, Tennessee. Also a former chair, Makowsky said, “I am

deeply honored to have my name added to the list of honorees.” The Florence G. Heller Professional Award was presented by JCC Association President Emeritus Arthur Rotman to Jerry Wische, executive vice-president of the Houston JCC.

Allan Finkelstein introduced Hagshama, the new strategic plan for the JCC Movement, urging JCCs to recognize that they inspire Jewish journeys every day. Sharing the personal stories of individuals whose lives were transformed through their memberships in JCCs, Finkelstein explained that Hagshama was a blueprint for the repositioning of JCCs.

The Biennial inspired new members of the field, as well as people who have been deeply involved with the JCC Movement for many years. Miriam Kleyman, JCC Association graduate scholarship recipient, attended and said, “The conference was outstanding and the opportunities for both professional enrichment and networking abounded. I feel truly privileged to be a JCC Association scholarship recipient and to have been a part of this experience.” Former JCC Association chair Mort Mandel said, “It was wonderful! It may have been our best yet! Kol Hakovod to you and the whole team for such a splendid result.”



my jewish journey

GISELE DAHAN
YM-YWHA/MONTREAL JCCs
QUEBEC, CANADA

Sometimes it takes something incredibly serious to kick-start us into a new direction. For me, the Cardiac Training Program at the Y was just the network of safety and healing I needed. I arrived in a new country, had four children, and worked two jobs in order to send them to Hebrew Academy and later to medical school. After all that, I was at high risk of a heart attack or stroke.

The Cardiac Training Program for people who have had a myocardial infarction or have symptoms recognized as predisposing to coronary artery disease is available to Y members only. Thanks to the understanding of the membership department, I was able to join the YM-YWHA despite my limited means. This allowed me to be part of the program that changed my life.

The Y helps people of all classes and of all ethnic backgrounds to find themselves again, to forget their problems, and to take care of their physical and mental health. After all, saving a life is the greatest Jewish value. What doctors could not accomplish, the Y and its various programs, outreach, and services has accomplished.

I have experienced a metamorphosis, and I celebrated my 65th birthday with friends from the Cardiac Program and with my children. It is the Cardiac Program that provides me with the greatest joy, contact and friendship. I bless the directors of this great Jewish enterprise that perform miracles for all classes of society.



JCC ASSOCIATION TECHNOLOGY PROJECT

JCC executive directors told us they wanted help in choosing database management systems.

We're here to help JCCs do what they need to do. When JCC executive directors told us they wanted help in choosing database management systems, we used a grant from the New Initiatives Fund to conduct an extensive needs assessment. The result is JCCs can get a highly effective system at a great price.

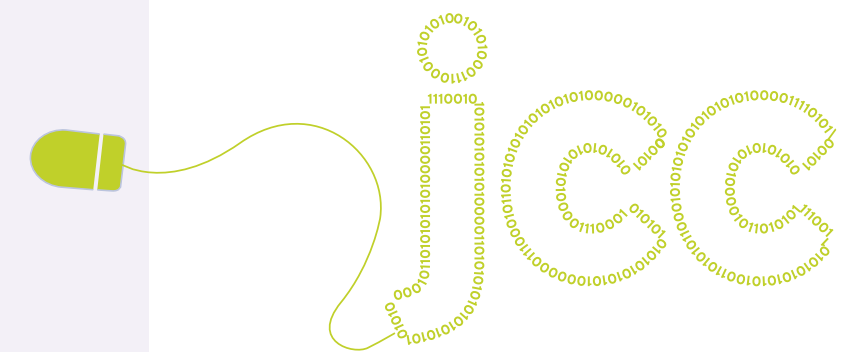
We chose five vendors for a detailed examination from the fifteen that applied. Over six months, a committee of JCC professionals tested the different systems and interviewed users. At the end of that lengthy and exhaustive process, we selected CSI Software Inc. and its Spectrum program as the most suitable.

CSI's Spectrum software is great news for JCCs. This software supports requirements for membership, camp, preschool, classes, cash management, online registration, and more. It can help JCCs improve their membership

recruitment and retention and sell new services.

JCC directors told us they needed a reliable company. CSI Software was incorporated in 1978 and began writing health and fitness related programs for health clubs. Their integrated software packages can help JCCs keep track of their memberships and facility usage, make payments via electronic funds transfer (EFT) or credit card. Other programs allow JCCs to schedule classes and equipment, create contracts, track commissions for employees, accounts payable, inventory, general ledgers and reporting functions.

The response has been great. Ten JCCs are currently using the system or in process, two are ready to go on, 19 more are likely in the next 18 months, with 12 more likely at the end of three years. This is one more example of how JCC Association listens to the field and takes action to benefit JCCs.



JWB JEWISH CHAPLAINS COUNCIL

JWB staff did whatever they could to make the chaplains' difficult job easier.

Who will bring God to the troops and the troops to God? That is the role of a military chaplain, especially during wartime. Thanks to the generosity of Rabbi Philip Silverstein, JCC Association JWB Jewish Chaplains Council will be offering a new rabbinical school scholarship to second year or higher full-time rabbinical students who commit to a tour of active duty in one of the U.S. Armed Services. The program will begin in September, 2005.

Silverstein, chair of the JWB

Jewish Chaplains Council and a member of JCC Association's board, felt a deep concern over the shortage of Jewish chaplains in all branches of the military. That situation led JWB Jewish Chaplains Council to establish the scholarship program, and inspired the Conservative rabbi to contribute the first scholarship in honor of his late wife, Adinah. This first 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, paperback versions of the Tanakh, the Jewish Bible, at Shavuoth, and menorahs, dreidels, and candy for Hanukkah. And at all times, JWB staff did whatever they could to make the chaplains' difficult job easier. Since 1917, during peace and war, JWB has been there for our people in the Armed Forces.

GREETINGS FROM THE 7TH MARINE REGIMENT IN IRAQ!

We have received your boxes containing much-needed morale items for our marines and sailors on deployment in Iraq. These young men and women experience the separation from families and friends and live as simply as possible—nonetheless, with a spirited patriotism that would make you proud.

Life in Iraq is hopeful. Now with the transition of power, the Iraqi people are taking control of their destinies, made possible by the sacrifice of these service people—and with your ongoing support. As chaplain, my prayer has grown intensely for their safety and well-being. I join their convoys, fly in helos with them and spend time at outposts. At 56 years old, I could never believe I would ever have this privilege in serving young American heroes and heroines.

Weather has been hot. It gets up to 130+ degrees here; they all drink a lot of water, which is plentiful. The "chow" comes in all forms, and they do have access to general items in what they call a "PX." But you not only send good ol' American products that remind them of home; you send your love and support. Thank you...you make my job easier.

I want them to have good memories and to be good people dedicated to God. You see the news, and there are casualties. I have seen them personally. We will leave here with all types of feelings. You are making the difference. I know I don't have to ask you to keep us in your prayers. Let me assure you that you are in ours.

Gratefully,
Chaplain Targonski



"Thank you for an amazing experience. Maybe it's just because it was basic training and I needed the spiritualism, but I felt so at home at services, and it proved to me that I can have a religious life away from home." — PFC Sarah-Anne Hoyle



my jewish journey

PENNY WHITE
ASHEVILLE JCC
ASHEVILLE, NC

*Hineh mah tov umah na-im shevet
achim gamyachad*

*Look how good and how pleasant
it is when we all come together in
unity.*

My first introduction to these powerful words came at the most unlikely time and place. I was working as the music director at an Episcopal residential camp in the mountains of western North Carolina in the early 1980's when the director of the Asheville JCC spent a week teaching our campers and staff about Judaism. He taught us to sing "Hineh Ma Tov," did a model Seder for us in our dining hall, and invited us to spend a weekday afternoon at the Asheville JCC where the Israeli Scouts Friendship Caravan was visiting. On Friday evening, the JCC director took our whole camp and staff to services at the local temple.

This week-long experience affected me deeply, and the following summer when I was offered the opportunity to work at the JCC day camp for eight weeks as a counselor and song leader, I accepted with great enthusiasm. I never imagined that 23 years later I'd still be working at the JCC and would be studying for my conversion to Judaism!

Throughout the years, the Asheville JCC has provided so many opportunities to experience and to share the essence of Jewish community. From the

wonderful smell of challah freshly baked by our campers to the incredible feeling of unity while singing "Maoz Tsur" at our annual Hanukkah celebration; from my first taste of falafel made under the careful guidance of our Israeli *shlichim* to the joy of seeing our youngest campers return years later to be counselors and lifeguards, life at the JCC set me on my Jewish journey and continues to inspire me. This summer, I had an opportunity to teach "Hineh Mah Tov" to an Episcopal youth group staying at our JCC. They joined our campers and counselors for Shabbat and sang with great *ruach*, as the meaning of the song and the heart of the JCC rang out. How good and how pleasant it is when we all come together in unity.

PENNY WHITE IS THE YOUTH & FAMILY DIRECTOR AT THE ASHEVILLE JCC



my jewish journey

EDIE GREENBERG
ST. LOUIS JCC
ST. LOUIS, MISSOURI

I moved to St. Louis from Chicago in August, 2000, right after my first child, Noah, was born. My husband Steve is Jewish and I was raised Catholic. Soon after I arrived, the St. Louis JCC staff person warmly welcomed me and invited me to join the JCC's new Interfaith Outreach Program. I've been actively involved ever since. I've enjoyed meeting many other young moms who are raising their children Jewish, even though they come from other faiths. As a committee member, I helped to organize a monthly study group with the JCC's Jewish educator where we've studied Torah and prayer. I recently participated in a Friday morning Tot Shabbat class and my family (now three children!) is now going to a family service at a nearby temple. It's comforting to know that there are resources available to me when I need it. I feel that the JCC stands behind the Jewish community's support of interfaith families.

THE ST. LOUIS JCC'S INTERFAITH OUTREACH PROJECT IS MADE POSSIBLE BY A GRANT FROM THE ST. LOUIS JEWISH FEDERATION'S TASK FORCE ON SERVICES TO INTERFAITH FAMILIES THROUGH THE GENEROSITY OF THE JONAS & HERSHEL WEIL FUND.



FLORENCE G. HELLER-JCC ASSOCIATION RESEARCH CENTER

Gathers and interprets critical information for the benefit of all JCCs.

Without accurate information, JCCs cannot use their resources wisely or plan effectively for the future. The Florence G. Heller-JCC Association Research Center is our investigation and study arm. It gathers and interprets that critical information for the benefit of all JCCs. During 2004, FGH studied several important issues.

How Jewish is the JCC? An Inquiry into Education, Culture and Ambience is a partnership between the FGH Research Center and the Mandel Center for Jewish Education. We are currently interviewing JCC professionals and JCC members and will be creating a quantitative survey assessing the Jewish programming in JCCs and its impact upon JCC members.

The *2004 Membership Marketing Survey* asked JCC members about their consumer product use. By learning about what our members purchase and where they shop, we can help JCCs secure corporate contributions and sponsorships.

The *2004 Survey of Facility Renovations, Expansions, and Additions* asked executive directors to share their experiences with regard to fundraising, membership trends, and fees associated with renovating, expanding, or adding to their current facility.

The *2004 Evaluation of the Mentorship Relationship between JCCs in the US and the Former Soviet Union* assesses the obstacles, challenges, and successes of this pilot program, which

is designed to help emerging JCCs in the FSU by matching executive directors and lay professionals in a mentorship program.

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

In addition, FGH Director Professor Steven M. Cohen wrote a series of white papers on the National Jewish Population Study, 2000-01, and its relation to the JCC Movement. These were presented at the JCCs of North America Biennial in Montreal. Now, JCC professionals have a much better idea of who their constituents are and how to help them pursue their Jewish journeys.

The FGH Research Center helps JCCs conducting research in their communities:

Columbus, OH
2004 Board Assessment

Greenwich, CT
2004 Community Needs Study

Memphis, TN
2004 Strategic Planning Study

San Francisco, CA
2004 Facilities Survey

San Francisco, CA
2004 Security Survey

Stamford, CT
2004 Strategic Planning Study

PHILANTHROPIC GRANTS

Their generosity allows us to help JCCs inspire Jewish journeys.

many of the exciting programs we were able to provide JCCs in 2004 were made possible by generous grants from both extraordinary foundations and individuals.

We saw an exciting expansion in our early childhood program. The Marcus Foundation granted \$1,000,000 over five years for An Ethical Start®, enabling us to roll out the program to even more JCCs and to design a family-education component. An Ethical Start is now in 34 JCC preschools, and we're adding more every year. The Joseph and Rebecca Meyerhoff Awards Committee, now in year three of a four-year \$250,000 grant is also helping to bring this extraordinary values-education program to JCCs. A donor-directed grant of \$25,000 through the Marcus Foundation recommended by Lisa Brill, who chairs JCC Association's Early Childhood Committee, will also help to create new modules and enable us to expand to more JCCs. All these grants build upon the generous contributions, totaling \$375,000, provided by Steven Spielberg's Righteous Persons Foundation, which enabled us to bring the dream of An Ethical Start (and Peer K. Explorer®) to life!

The Mandel Foundation generously funds the Mandel Center for Jewish Education with an evergreen grant of \$500,000. MCJE's camping initiatives are already having an impact on JCC camps by creating programs, designing curricular materials, and providing professional development for camp directors to infuse JCC camps with Jewish experiences. One of the first new programs, Lighting Candles

with Our Ancestors, was made possible through a grant of \$20,000 from the George Blumenthal Foundation. The AVI CHAI Foundation is providing a grant of more than \$343,000 to develop and implement a multi-year Jewish education and mentoring program for directors of resident JCC camps.

The Coca-Cola Company®, a stalwart benefactor of JCC Association programs for many years, has added another program to its list of good deeds—the JCC Association/The Coca-Cola Company Day of Caring/Day of Sharing in day and resident camps. A multi-year grant made it possible for 35 camps to receive approximately \$2,500 each from Coke, through JCC Association, to participate in this creative community-service program. The Coca-Cola Company's continued corporate sponsorship of the JCC Maccabi Games® in 2004 went a long way to making the experience for 6,000 Jewish teens as enriching as it was.

In the fitness area, Women's Sports Foundation in partnership with the Hadassah Women's Foundation contributed \$30,000, of which \$20,000 was distributed to 21 local JCCs for the GoGirlGo program, which helps girls develop healthy lifestyles. Our health, physical education, and recreation (HPER) department used \$7,000 to create the Women Coaches Curriculum and presented a two-day workshop held at JCC on the Palisades in Tenafly, New Jersey.

Our relationships with the national sports leagues meant direct benefits for JCC children's sports programming. Funds from the National Football League enabled us to give \$500 grants to 73 JCCs for NFL Flag

Football, and \$1,000 each to the four JCC Maccabi Games host communities to hold demonstrations of the Flag Football program at the Games. The NFL also provided corporate sponsorship funds for JCC Association HPER programs, which we used to benefit JCCs.

The National Basketball Association's grant of \$15,000 made it possible for us to distribute materials about Jr. NBA/WNBA programs to JCCs. These programs are for children ages five and over. Through our efforts, more than 20 JCCs each received \$1000 worth of equipment and \$500 in promotional material for the NHL Street Hockey program from the National Hockey League. This program is also for children ages five and over. These sports programs encourage an active, healthy lifestyle that can have a lifelong impact.

Recognizing the importance of inspired, inspiring, and dynamic teen workers, Anne Heyman and Seth Merrin once more underwrote JCC Association's Teen Professional Fellows program, a two-year professional development and mentoring program for young JCC professionals that enhances their skills and enables them to succeed with a challenging, but critically important demographic group.

Grants by the Meyerhoff Grandchildren's Fund, Ben & Elizabeth Gordon, and the estate of Emmy Ambes made it possible for us to develop and expand exciting programs for young adults, including GeshCity and birthright Israel alumni. We're so proud to be the recipient of the Meyerhoff Grandchildren's Fund's first national grant!

We helped local JCCs receive significant grants by disseminating information through our listservs and through conference calls. The Soloway JCC in Ottawa, Canada is funding An Ethical Start for five years through a Jewish Funders Network/The AVI CHAI Foundation matching grant they learned about from JCC Association.

We are deeply grateful to all these community-minded and forward-thinking benefactors. Their generosity allows us to help JCCs inspire Jewish journeys.



JCC ASSOCIATION 2004 REVENUES & EXPENSES

(in thousands)

REVENUE

Unrestricted Revenue	\$	%
NFC and Federation Support	1,920	22.8
Center Dues	3,250	38.6
Annual Giving	710	8.4
Corporate Sponsorship	375	4.5
Program Revenue & Grants*	1,904	22.6
Earnings from Investments	263	3.1

Total Unrestricted Revenue 8,422 100.0

EXPENSES

Unrestricted	\$	%
Program Enrichment Services	2,616	31.1
Community Consultation Services	1,955	23.2
Professional Development	633	7.5
Marketing & Communications	796	9.5
Services to the Military	307	3.6
Jewish Education (including Israel operations)	794	9.4
Financial Resource Development	378	4.5
Management & Finance	943	11.2

Total Unrestricted Expense 8,422 100.0

*In addition to the grants included in the operating budget shown above, the agency received restricted grants in 2004 of \$1,854,250 to support additional programs that do not appear in the operating budget.

	\$
The AVI CHAI Foundation	100,000
birthright Israel	57,000
George S. Blumenthal	20,000
The Coca-Cola Company®	100,000
Benjamin H. Gordon Charitable Foundation	10,000
The Mandel Foundation	500,000
The Marcus Foundation	380,000
The Grandchildren of Harvey & Lyn P. Meyerhoff Foundation	15,000
The Joseph & Rebecca Meyerhoff Awards Committee	62,500
New Initiatives Fund Grants (25 donors)	609,750

Total 1,854,250

Endowment Contributions Received in 2004:

Harry & Jeanette Weinberg Foundation, Inc.	500,000
Beyond2000 payments and bequests	835,630

Total 1,335,630

donors

New Initiatives Fund

JCC Association expresses its gratitude to the visionary supporters of the New Initiatives Fund, spearheaded by 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 & NORMAN BERNSTEIN
FOUNDATION**

**CHARLES E. SMITH FAMILY
FOUNDATION**

**PAUL SILBERBERG & MARK SOLOMON
CMS ENDOWMENT FOUNDATION**

**MARCELLA & NEIL COHEN AND
RYNA & MELVIN COHEN**

SAMUEL R. DWECK FOUNDATION, INC.

LOIS & RICHARD ENGLAND

**DIANA & MICHAEL DAVID EPSTEIN
SYLVIA S. ELY FOUNDATION, INC.**

JOAN LEE GINDES

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**CHARLES H. GOODMAN
ARIE AND IDA CROWN MEMORIAL**

**BRENDA & SANDY GURITZKY
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JACK KAY

LAWRENCE KIRSTEIN ז"ל

**THELMA & MELVIN LENKIN AND
EDWARD LENKIN**

THE LEVITT FOUNDATION

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**MARSHALL B. COYNE
FOUNDATION, INC.**

**MELROD FAMILY CHARITABLE
FOUNDATION, INC.**

ALAN & AMY MELTZER FAMILY FUND

**HOWARD & GERALDINE POLINGER
FAMILY FOUNDATION**

ABE POLLIN

ANNE S. REICH

**CHARLES & LYNN SCHUSTERMAN
FAMILY FOUNDATION**

RHODA AND CHARLES STEINER

**DANIEL SOLOMON
WOODBURY FUND**

ANDREW TISCH

Beyond 2000 Endowment Campaign

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 made it possible to meet the Weinberg Foundation's \$1.5 million challenge grant, raising a total of \$3.6 million to enhance the JCC Association endowment:

VISIONARY

**HARRY & JEANETTE WEINBERG
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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. Research & statistical data provided by Florence G. Heller-JCC Association Research Center.

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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 is responsible for the agency's fundraising efforts, including annual support and designated giving, JCC Associates, foundation grants, corporate sponsorship and preferred vendor programs, special events and endowment funding. Acts as a resource to JCCs for fundraising, planned giving, capital and endowment initiatives.

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

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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, an ongoing series of program conference calls, and a bi-weekly communication packet to executive directors and presidents to share resources, information, and trends.

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