

JEWISH

EDUCATION

PLANNING

GUIDE

JWB acknowledges with appreciation the valuable input from the following Center Executive Directors who reviewed drafts of the material, and pilot tested the latest draft to make the Guide as effective as possible for the Center field.

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Special thanks go to David Dubin, Executive Director of the JCC on the Palisades, for the work he did in developing the original draft of the Planning Guide.

Jewish Education Planning Guide

1. CLARIFYING THE JCCs JEWISH EDUCATION MISSION:

While *there is a consensus* among JCC leaders that Jewish education purposes are central to the mission *of the Center*, Centers *are* urged to further clarify this Mission and use it as a *means* for developing *service* priorities. *The Commission's Defining the Jewish Education in the Jewish Community Center* provides a framework for this clarification *process*. (See appendix for Definition).

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

_____ Is there a Mission Statement within the by-laws or constitution that reflects its Jewish Education Mission?

_____ If there is a Mission statement reflecting Jewish purposes, does the wording of that statement clearly and explicitly declare in contemporary language, the importance of the Jewish Education function?

_____ Is the Jewish Education Mission clearly spelled out to Board members in Board manuals and orientation materials and are there programs designed for new Board members with this in mind?

Is the Jewish Education Mission clearly spelled out to Center members and Committee members in interpretive publications, program brochures, the Center newspaper, etc.?

B. Here are Suggested Strategies Employed by Some Centers to Clarify the JCC's Jewish Education Mission, Which You May Consider:

- Discuss the issue of a Jewish Mission at your Board meeting; share some of the Mission statements attached as suggestions for your community.
- Update the Jewish Education Mission periodically.
- Create a Committee of the Board to deal with the Jewish Education Mission.
- Involve the Leadership Development Committee in this process.
- Do an interpretative piece for publication.

C. What Other Strategies Have You Employed?*** (see note on next page)

Action Plan

D. Action Plan for **Clarifying the JCC's Jewish Educational Mission:**

Over the next 3 years, select priorities for strategies to clarify the JCCs Jewish Education mission:

- _____ Develop a Mission Statement that reflects our Jewish Education Mission.
- Or
- _____ Update our Mission Statement so that it clearly declares our commitment.
- _____ State our Jewish Education Mission more explicitly in our materials and programs for Board members, and for Committee members, and leadership development participants.
- _____ Interpret the Jewish Education Mission more explicitly and more formally in the recruitment of lay leadership and hiring of Center staff.
- _____ ***Other Plans:*

(**Note If you plan to or have employed a strategy not listed above, please complete appropriate section of the pink Planning Strategies Form and forward to JWB. Your ideas can be helpful to the rest of the field).

Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

Jewish Education Planning Guide

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C. **What Other Strategies Have You Employed?"** (see note on next page)

Action In

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- _____ ***Other Plans:*

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Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

H. LAY LEADERSHIP COMMITMENT AND CAPACITY:

The determination of Center leadership to have meaningful, well-targeted Jewish education programming and the capacity of these leaders to assure that such programs are developed and maintained are vital to the Center's ability to fulfill its Jewish Education Mission. Centers, therefore, should give priority to the recruitment, selection and development of qualified and experienced community leaders who understand and support the Center's Jewish Education Mission.

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

- _____ Is Jewish commitment a priority consideration in the selection of Center leaders for Committee and Board positions?
- _____ If Jewish commitment is a consideration for leadership, is this criterion spelled out in specific terms, i.e. involvement in Jewish organizations, charitable giving, personal lifestyle, disposition to Center's Jewish Mission, etc.?
- _____ Does Center leadership reflect in its composition a broad cross-section of Jewish religious, institutional and ideological backgrounds in the community?
- _____ If there is a Leadership Development Program in the Center, does it include content to enhance lay leadership understanding of the Center's Jewish purposes and Jewish Education Mission?
- _____ For new and/or established leaders, is there a Jewish education or study program designed so that leaders themselves can be engaged, through example, in Jewish Education?
- _____ What effect will this have on Budget, Program Planning and Priority setting?

Here are Suggested Strategies Employed by Some Centers to Strengthen Leadership Commitment Which You May Wish to Consider:

- e Establish specific Jewish criteria in selecting Board and Committee members, i.e. charitable giving, involvement in Jewish organizations, etc.
- Establish criteria for broad based-cross section representation of Jewish backgrounds for Board leadership.
- ® Plan Leadership Development programs to enhance lay leadership understanding of Jewish purposes and Jewish Education Mission.
- Plan a Jewish Study Program specifically designed for a Leadership group.
- ® Institute a Dvar Torah presentation at Board and Committee meetings.

C. What Other Strategies Have You Employed?* (see note on next page)**

Action Plan

D. Action Plan for Strengthening Leadership Commitment and Capacity:

Over the next three years, select priorities for strategies to strengthen leadership commitment and capacity.

_____ Establish Jewish criteria for leadership

Establish criteria for Jewish "representativeness."

_____ Plan Leadership Development Program.

_____ Institute Dvar Torah.

_____ ***Other Plans:*

(**Note - If you plan to or have employed a strategy not listed above, please complete appropriate section of the pink Planning Strategies Form and forward to JWB. Your ideas can be helpful to the rest of the field).

Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

PROFESSIONAL STAFF COMMITMENT AND COMPETENCE:

The desire and capacity of the Center's professional staff to set the appropriate climate and develop effective Jewish programs and services are equally vital determinants. The Center executive and key executive staff give leadership to this effort by setting 8p8rGOO8! 8xarO- p!8, by Jewishly committed staff and by continuously upgrading their Jewish education level. Center boards make this possible by the development of personnel policies and salary scales designed to a1tr8Ct, retain and stimulate quality professionals.

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

_____ A/e 'Jevvi8hCODlrniLrn*nt^ and 'Jevvi8h Pn2gr8nn GkiUS^ prioritycOnS!deratioOS inthe engagement of professional staff?

_____ Are there specific "yardsticks" thoughtfully designed, that help gauge degrees of "Jewish Commitment OOOOrn!trneDt^ and 'UevviOh Program Gki!!s^ in the interviewing process to determine acceptable standards?

_____ !o there evidence among executive and supervisory staff that the Jewish Education Mission is built into job expectations?

_____ Is the Jewish Education Mission given emphasis by the Executive Director in his/her leadership role, interpretive n]le, work with lay leadership, supervisory role and in articulating goals for the Center'?

Is there a p!8rfUI program of Jewish Education built into the staff in-service training curriculum? Describe.

Is the Jewish Education Mission considered as a criterion in the evaluation of the professional staff?

B. Here are Suggested Strategies Employed by Some Centers to Maximize Professional Staff Education and Competence, Which You May Wish to Consider:

~ Jewish educational learning program for staff.

w Conference attendance (e.g. JVVBT/aiDiOg events, AJCW Conferences, Conference of Jewish Communal Service, etc.).

~ Israel Study Programs.

* Encourage and subsidize continuing Jewish Education programs.

c. What Other Strategies Have You Employed?* (see note on next page)**

Action Plan

D. Action Plan for Maximizing Staff Commitment and Competence:

Over the next 3 years, select priorities for strategies to maximize professional staff commitment and competence:

- _____ To review the relative importance given to "Jewish Commitment" and "Jewish Program Skills" in the engagement of professional staff.
- _____ To develop more precise yardsticks to measure degrees of "Jewish Commitment" and "Jewish Program Skills" in the selection of professional staff.
- _____ To set procedures of accountability among supervisory staff to insure that the Jewish Education Mission is built into job expectations.
- _____ To review the role of the Executive Director in setting the standard for the Jewish Education Mission.
- _____ To develop a meaningful program of Jewish Education Training for professional staff.
- _____ To relate the Jewish Education Mission to the evaluation of professional staff.
- _____ To develop incentives for upgrading knowledge - through recognition, salary, defraying tuition costs, etc.

_____ ****Other Plans:**

(**Note - If you plan to or have employed a strategy not listed above, please complete appropriate section of the pink Planning Strategies Form and forward to JWB. Your ideas can be helpful to the rest of the field).

Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

IV. INTER-AGENCY COOPERATION AND SUPPORT:

Centers tend to be encouraged or constrained in Jewish education programming by the stance of the local Federation, synagogue and Jewish education leadership. As JCC leaders seek to maximize the Center's Jewish educational potential, they must interpret the Center's role, be aware of community history and be sensitive to the interests and capabilities of other institutions. Ongoing Involvement of Center leaders in the community's Jewish educational planning process is vital.

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

- _____ Has the Center sought to create a mechanism within the community to stimulate inter-agency dialogue on matters of Jewish Education?
- _____ Have Center leaders lay and/or professional, been active in meeting with leaders of other Jewish institutions, i.e. Bureau of Jewish Education, Synagogues, Federation, to initiate joint programs of Jewish Education?
- _____ Does the Center play an active role in initiating community-wide programs and/or processes with other Jewish institutions that help achieve Jewish Education goals, i.e. Israel Independence Celebration, Yom Hashoa Service, Soviet Jewry Rally, Jewish Youth Councils, Satellite Service, etc.?
- _____ Does the Center professional staff have a vehicle to meet with other professionals from other agencies to discuss issues, diagnose needs and formulate plans in the area of Jewish Education?
- _____ Does the Center currently take advantage of opportunities for active participation in planning processes in the community?

B. Here are Suggested Strategies Employed by Some Centers to Maximize Inter-Agency Cooperation and Support, Which You May Wish to Consider:

- ® Local communities have established Committees, made up of leading lay and professional leaders involved in all aspects of Jewish education, to explore a communal agenda for Jewish education for Jewish Education in general, and the role of the Center in specifics.
- ® Centers have developed projects with Jewish day and afternoon schools, involving day camp, resident camp, physical education, etc.
- ® Some communities have created a Community College of Jewish Studies, involving Federation, BJE, Synagogues, etc. and housed at the Center.
- ® Others have established a Jewish Cultural Arts Council, staffed by the Center.

C. What Other Strategies Have You Employed?*** (see note on next page)

~~-----~~on Plan

D. Action Plan for Maximizing Inter-Agency Cooperation and Support:

Over the next three yearS. select priorities for strategies to maximize inter-agency cooperation

To consider the creation of a mechanism within the community to stimulate inter-agency dialogue on matters of Jewish Education.

-----To stimulate interaction between Center and other agency leaders to initiate specific programs of Jewish Education

programs that offer Jewish Education experiences.

-----Tb create a vehicle for Center staff to interface with professionals from other agencies to focus on concerns related to Jewish Education.

-----TU initiate the consideration of an appropriate vehicle for agency executives to intensc10n stimulating increased inter-agency cooperation and support on matters of Jewish Education.

****Other Plans:**

(**Note If you plan to or have employed a strategy not listed eb0v8, please complete appropriate section of the pink Planning Strategies Form and forward to JWB. Your ideas can be helpful to the rest of the field).

Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

V. ENHANCING COMMUNITY AWARENESS:

Community perception of the JCC as a Jewish educational instrumentality tends to be uneven and requires the conscious attention of Center boards. JVVBand JCC leadership have a responsibility to interpret Commission recommendations to local, continental and Israeli organizations.

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

_____ In what ways does the Center facility, interior and exterior, communicate the Jewish Education Mission, e.g. Hebrew Signs, Graphics, Mezzuzot, Periodicals, Library, Displays, Holiday Decorations, Textual Quotations, background Music, selling Challahs and flowers in the lobby every Friday, art commemorations, etc.

_____ Are there lay leadership training opportunities at Board meetings or in leadership development programs to help Board and Committee members understand the Jewish Education Mission well enough to effectively communicate this message?

- - - - - Have Center leaders, lay and/or professional, actively interpreted the Center's Jewish Education Mission and program to Federation leaders with prepared presentations at Federation meetings or at Center meetings with Federation guests?

_____ Is there a planful approach to interpreting the Jewish Education Mission to the membership and community through printed materials, articles in the Center Reporter and local Anglo-Jewish papers, annual meeting presentations, etc.?

_____ To what degree are professional workers capable of articulating the Jewish Education

B. Here are Suggested Strategies Employed by Some Centers to Enhance Community Awareness, Which You May Wish to Consider:

- Centers have convened meetings with lay and professional leaders to discuss what the Center can be achieving in Jewish education.

- e The Center includes in all publications and brochures information on upcoming holidays, rituals, and events.

- ~ Through Membership Campaigns/Shalom Newcomers Network Programs, to actively participate with Synagogues and other communal groups so that the JCC is viewed as a unifying institution in the community.

C. What Other Strategies Have You Employed?" (see note on next page)

Action Plan

D. Action Plan for Enhancing Community Awareness:

Over the next three years, select priorities for strategies to enhance community awareness:

- _____To develop plans to enhance the Jewish ambience of the facility so that it would be more effective in communicating the Jewish Education Mission.
- _____To develop training opportunities for lay leadership to deepen their understanding of the Jewish Education Mission and ability to articulate and to develop a mechanism to provide speakers for other community organizations.
- _____To seek periodic opportunities for presentation to Federation leadership to interpret the Center's role in Jewish Education, besides budget hearings.
- _____To develop a planful approach to educate the community as to the Center's Jewish Education Mission and program with printed materials and interpretive articles.
- _____To develop an approach through supervision and/or training, to help professional staff become more articulate in interpreting the Center's role and programs in Jewish education.

_____ ****Other Plans:**

(**Note - If you plan to or have employed a strategy not listed above, please complete appropriate section of the pink Planning Strategies Form and forward to JWB. Your ideas can be helpful to the rest of the field).

Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

VI. JEWISH EDUCATION PROGRAM DEVELOPMENT:

JWB should assist JCCs in meeting their Jewish education responsibilities by providing information on existing successful programs and by giving leadership to the development and dissemination of new models and prototypes. Centers should strive to develop a warm Jewish ambience as this creates an atmosphere conducive to greater Jewish educational involvement.

JWB and JCCs, working with Jewish education counterparts at the continental and local level, should develop more precise assessment instruments as a means of strengthening Jewish education programming.

JVVB, through its Israel office, should help JCCs optimize their use of Israel as a training, programming and Jewish education resource. Ongoing contacts with Israeli institutions and regular visits to Israel by Lay and professional leaders will help stimulate Jewish educational initiatives.

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

General

_____ Does the Center have a planned curricular approach in developing the scope of its Jewish Education programs?

_____ Does the Scope of Jewish Education Programs adequately cover the various age and interest groups within the Center, e.g. Singles, Retirees, Teens, Pre-School, Health & Recreation participants, etc.?

_____ Are you aware of all the Jewish Education programs presently taking place in your Center?

_____ Does the Center sponsor any unique Jewish Educational Programs that are not likely to be found in other Centers?

(i) Jewish Education Classes, Formal & informal

_____ Does the Center offer and promote a module of Jewish Education classes for adults and youth? e.g.:

- | | |
|-----------------------------|------------------------------|
| _____ History | _____ Holidays |
| _____ Philosophy | _____ Mysticism |
| _____ Hebrew | _____ Talmud |
| _____ Yiddish | _____ Jewish Authors |
| _____ Jewish Public Affairs | _____ Israel |
| | _____ Jewish Music/Art/Dance |
| | _____ Other |

(ii) Jewish Interest Groups

_____ Does the Center offer and promote a variety of Jewish Interest Groups for adults

- | | |
|--|---|
| ----- Jewish Film Festival | _____ Jewish Public Issues, Lectures |
| Israel Folk | _____ Yiddish Discussion Group |
| Dancing | _____ Mitzvah Corps |
| Cooking | _____ How to Create a Jewish Home |
| Crafts | _____ Family/Adult/Teen Trips to Israel |
| Chug Ivri
(Hebrew Discussion Group) | _____ Other |

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture: (don't]

(iii) Jewish Culture

_____ Does the Center offer and promote a variety of Jewish cultural groups and classes for adults and youth? e.g.:

- | | |
|--|----------------|
| _____ Chorale_____ | Film Club |
| _____ Judaic Art_____ | Poetry Reading |
| _____ Drama Group_____ | Yiddish Club |
| _____ (English/Hebrew/Yiddish) | Other |
| _____ Creating Jewish Artifacts for the Home | |

_____ Does the Center offer and promote a variety of Jewish Cultural Special Programs or series for adults and youth? e.g.:

- | | |
|--|--------------------------------------|
| _____ Performing groups in music, dance, drama | Holiday celebrations/ commemorations |
| ----- Art shows ----- | Jewish Book Fair |
| _____ Film Series | Matza Bakery |
| _____ Cultural Festivals | Other |
| _____ Jewish Public Affairs Series | |

(iv) Jewish Lectures and Seminars

_____ Does the Center offer and promote a lecture series on Jewish topics?

_____ Does the Center offer and promote special seminars on topics of Jewish interest?

- _____ The Jewish American Novel
- _____ The Changing Image of Women in Judaism
- _____ Israel: Its People, Power and Politics
- _____ Jewish Public Affairs Series
- _____ Other

_____ Does the Center offer and promote any ongoing Judaic study groups?

_____ Has the Center sponsored a Resident-Scholar program?

(v) Experiential Activities

_____ Does the Center offer and promote consciousness raising workshops for adults and youth?

_____ Has the Center attempted to form Havurah groups or Jewish Family Friendship Circles? (one day; one weekend; one month; one year; more. .)

_____ Has the Center planned any Shabbat or Study Retreats for adults and/or youth?

_____ Does the Center offer and promote Family Shabbat Programs?

_____ Does the Center offer and promote Jewish Holiday Workshops?

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture: (con't.)

(vi) Israel

_____ Does the Center plan and promote programs to strengthen identification with Israel, e.g.

- | | |
|--------------------------------------|--|
| _____ Shlichim (year-round; summer) | Israel Festivals & Fairs |
| _____ Sponsoring trips to Israel | Participation in Maccabiah (N.A. & Israel) |
| _____ Israel Information Desk | Lectures, Classes, Seminars on Israel |
| _____ Center-to-Center Relationships | _____ Seminars for Tourists Pre-Tour |
| _____ Use of JWB Israel Office | _____ Other |

(vii) Jewish Public Affairs

_____ Does the Center have a program mechanism for educating its community on contemporary issues in Jewish life, e.g.

- _____ Open forum discussion program
- _____ Spontaneous programs in response to emerging issues
- _____ Other

_____ Does the Center engage in social action activity in support of Jewish and other causes, e.g.

- _____ Anti-Apartheid Jewish Rally
- _____ Projects to support Ethiopian Jewry
- _____ Political Action in behalf of Israel/Soviet Jewry/Jews in Arab Lands, etc.
- _____ Projects to support Federation
- _____ Support projects for local shelters and soup kitchens
- _____ Other

(viii) Special Events for K0al Yisroel

_____ Does the Center plan or participate in special events that demonstrate solidarity and a sensitivity to peoplehood, e.g.

- _____ Chanukah Torch Runs
- _____ Israel Independence Celebration
- _____ Yom Hashoa Service/Commemoration
- _____ Warsaw Ghetto Uprising Commemoration
- _____ Soviet Jewry programs and demonstrations
- _____ Public Affairs Seminars
- _____ Mois on VVhe8!S (including Shabbat and Yom Toy)
- _____ Other

B. What Other Strategies Have You Employed?" (See note below)

(**Note If you plan to or have employed a strategy not listed above, please complete appropriate section of the pink Planning Strategies Form and forward to JWB. Your ideas can be helpful to the rest of the field.)

Action Plan

Action Plan for Maximizing Jewish Education Program Development:

Over the next three years, select priorities for strategies to maximize Jewish Education Program Development.

General

_____ To develop a more planful or curriculum oriented approach in projecting its cope of Jewish Education services.

_____ To insure that Jewish Education Services are balanced in serving the various age and interest groups in the Center, and in cooperation with other organizations in the community.

_____ To consider the Jewish Education needs of our community and plan for the Center to develop a unique program targeted to meet a specific need.

(i) Classes Formal & Informal

_____ To review the scope and quality of our Jewish Education classes for adults and youth.

di) Jewish Interest Groups

_ To review the scope and quality of Jewish interest groups for adults and youth.

(ii) Jewish Culture

----- To review the scope and quality of Jewish cultural groups and classes for adults and youth.

----- To review the scope and quality of Jewish cultural specials and series for adults and youth.

_____ To encourage Jewish artists to create Jewish artifacts,

(iv) Judaic Lectures and Seminars

- _____ To plan a lecture series as an annual program tract in Jewish Education.
- _____ To plan a series of special educational seminars on topics of Jewish interest.
- TU consider the implementation of Judaic study groups.
- _____ To develop some kind of Resident-Scholar program.
- _____ To develop lectures and seminars for interfaith couples.

(v) Experiential Activities

- _____ To plan Jewish consciousness raising workshops for adults and/or youth.
- _____ To attempt to form Havurah-oriented programs for adults and/or family groups and/or for singles and/or for single parents.
- _____ To plan some kind of Shabbat Or Retreat program for a targeted group (e.g. Middle-aged, no children at home; Seniors; Interfaith).
- _____ To plan one or more Family Shabbat programs.
- _____ To review the scope and quality of our Jewish Holiday Workshops, and activities in general.

(vi) Israel

- To review the scope and quality of Center programs that stimulate identification with Israel.

(vii) Jewish Public Affairs

- _____ To review the Center's programmatic approach for educating the community on important
- _____ To review the Center's role and involvement in social action activity.

(viii) Special Events for the Center

- _____ To review the Center's role and leadership in planning special events that reflect

iii. FUNDING:

Significant Jewish educational programs are rarely self-supporting and frequently require supplemental funding. This represents a worthy challenge to Center boards and to the leadership of Federations.

A. Questions to Trigger Discussion and to Help You Assess Your Present Posture:

_____ Is the Jewish Education Mission given consideration as a priority service within the Center in the process of developing the Center's budget?

_____ Is the Jewish Education Mission given emphasis in the presentation of the Center budget to the Federation?

_____ Are special efforts made to secure supplemental funding, i.e. special grant proposals for Federations and Foundations, specifically for the support and development of Jewish Education programs?

_____ Is there any effort to develop Endowment Funds earmarked for specific Jewish services that would bear the name of the benefactors of the fund?

_____ Does the Center engage in any internal fund raising projects specifically to generate support for Jewish Education programs? (e.g. incentive grant programs to encourage creative Jewish program development.

Here are Suggested Strategies Employed by Some Centers to Fund Jewish Educational Endeavors, Which You May Wish to Consider:

- Community leaders have established "chairs" in Jewish Education at Centers.
- Centers have set aside special funds for "incentive grants" to encourage innovative Jewish educational programs.
- e Funding of communal projects by sponsoring organizations with the JCC as the lead agency.
- Endowment of Scholar-in-Residence program.
- , Pooling funds with other agencies for joint communal projects.
- To assign specific "chairs" in program tracks - e.g. lecture series; Board learning; staff training.

C. What Other Strategies Have You Employed?*

Action Plan

D. Action Plan for Funding Jewish Educational Endeavors:

Over the next three years, select priorities for strategies to fund Jewish educational endeavors,

_____ To encourage a greater allowance of expenditures within the Center budget for Jewish Education Programs.

_____ To stress Jewish education as a priority in the presentation of the Center budget to the Federation.

- - - - - To consider opportunities for supplemental funding by identifying Jewish Education needs with Special grant requests and proposals.

_____ TOCOOnSide[initiating a process to develop Endowment Funds for Jewish Education Programs.

- - - - - To consider an annual or occasional fund raising project for the support of a Jewish Education Program(s).

_____ ***Other Plans:*

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Specific Strategy Plans

E. Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

Action Plan

*****Other Plans:***

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Please Detail Specifically the Ways You Would Proceed to Implement These Priorities:

Definition of Jewish Educational Competencies of the Jewish Community Centers

Definition of Jewish Education in the Jewish Community Center

Jewish education is a lifelong process of acquiring Jewish knowledge, skills, attitudes and values. Its goals are to help individuals develop and reinforce positive Jewish identity and participate intelligently in Jewish life.

Jewish education takes place in the home, synagogue, classroom, Center and wherever efforts are made to awaken and deepen the sense of Jewish belonging, to motivate the pursuit of Jewish knowledge and to give expression to Jewish beliefs, practices and values.

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Arthur Rotman
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Lester Pollack
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Committee on Implementation

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Jerome Dick, Washington, DC
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Mitchell Jaffe
Leonard Rubin
Howard Wasserman

Planning Strategies Form

Please fill out and return to **JWB** - we will be sending you periodic mailings so that you can advise us on new strategies you have employed and so that you can update your own assessment processes.

Name and Address
of Center:

Executive Director

Please complete this form and return to
JWB, 15 East 26th Street, New York, NY 10010,
Attention: Lenny Rubin

Please detail any specific strategies that you have employed or plan to employ that are not listed in the Guideline, which will be helpful to the Center field in maximizing its Jewish Educational Services.

1. Clarifying the JCCs Jewish Educational Mission:

2. Lay Leadership Commitment and Capacity:

3. Professional Staff Content and Competence:

4. Inter-Agency Cooperation and Support:

5. Enhancing Community Awareness:

6. Jewish Education Program Development:

7 Funding: