JPRO Network
Local Group
Best Practice Manual

Summer 2015
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INTRODUCTION

"Do not separate yourself from the community."
- Pirke Avot

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."
- Margaret Mead

**Mission:** JPRO Network Connects, Educates, Inspires and Empowers professionals working in the Jewish community sector.

- **Connects:** Provides networking opportunities across fields strengthening the continental and local JPRO network activities.
- **Educates:** Provides access to resources for improving professional skills and expands knowledge for the field.
- **Inspires:** Supports the Jewish voluntary sector in attracting, motivating and retaining exemplary talent.
- **Empowers:** Supports Jewish community professionals through services and advocacy.

Welcome to the JPRO NETWORK Local Groups Best Practice Manual.

**The Purpose of Local Groups:**

JPRO NETWORK enhances the field of Jewish communal practice, promoting and advancing the roles of Jewish communal professionals by providing these professionals with resources of best practice, professional development, and networking opportunities. By doing so, JPRO NETWORK is helping these professionals work more effectively and efficiently in building and strengthening the Jewish community and the services that the Jewish community provides. Networking opportunities foster collaboration, build support and increase retention.

While JPRO NETWORK works across North America providing resources, supporting research, promoting connections, and assisting with career development in a broad spectrum, the purpose of Local Groups is to provide opportunities for individuals to come together in a more personal and impactful setting with a focus on Jewish communal professional development specifically targeted for their community. Local group associations foster networking, skill-building, career enhancement, collegial support and mentoring, collaboration and an appreciation of the magnitude of career opportunities in Jewish community practice. Research demonstrates that these factors contribute to job satisfaction and performance.

In communities and regions across North America, thousands of local group participants gain an understanding of how their skills and knowledge can be transferable from one organization to another to enhance their careers and advance the Jewish community. Local Groups help recruit and retain quality professionals, expanding an awareness of the totality of practice and new developments. Talent and leadership are recognized and rewarded, providing gratification and personal meaning to career choices and collegial relationships.
History of Local Groups:

Local Groups were created out of a communal need for greater professional development and networking opportunities for Jewish communal professionals at an accessible local level. The history of the development of various Local Groups began in the early 1970s with the formation of the New Jersey, Southern California, and Cleveland Local Groups.

• **JPro New Jersey:** The New Jersey Association of Jewish Communal Service was founded in 1970. It originally began as the New Jersey Chapter of the Conference of Jewish Communal Service (the name by which both organizations were known until 1992). Its stated original purpose was to "serve as a forum for the discussion of programs of Jewish communal service on a professional level, and of the application of general professional techniques to service in Jewish communities." The organization also proclaimed as its purpose "the upgrading of personnel standards and practices." To that end, it has, through the years, stimulated the interest and enriched the knowledge of a great number of workers in the full spectrum of Jewish communal service in this state. The means has been the presentation, year after year, of programs whose focus has been on issues and concerns that span the various disciplines while emphasizing Judaic content. Since 1985, sponsorship of the organization's institutes and seminars has been through the generosity of the late Horace Bier of Metro West as a memorial to his mother, Pearl S. Bier. Recognition and encouragement to both young practitioners and those with lifetime accomplishments also distinguish NJAJCS. In 1981, Arthur Brody of Metro West established an award in memory of his father, Leo Brody, who had served the Jewish community as a volunteer, both nationally and locally. In 1984, the organization established an annual award "to recognize an outstanding member who has demonstrated, through his or her career in Jewish communal service, a consistent history of professional and personal commitment to the field and to the quality of Jewish life." The first recipient was the late Saul Schwarz, a founder of the organization, and the award continues in his name.

• **Jewish Communal Professionals of Southern California:** The Jewish Communal Professionals of Southern California (JCPSC) organization was formed in 1975. Its goal was to create an interdisciplinary professional community within Jewish communal service in Los Angeles. At the founding, its name was "Southern California Conference of Jewish Communal Service." This was changed to JCPSC several years later to better reflect the work of members as professionals in the Jewish community. JCPSC's mission today, as in the past, includes continuing education, professional development, mentoring, and networking.

• **JPro Miami:** When Jewish community professionals began to meet in Miami and form their local group, they selected the name J PRO Miami. The "PRO" is not only a shortened form of the word professional, it also stands for Professional Resource Organization. JPRO Miami was formed in 2005 and not long after the St. Louis local group also adopted the name J Pro St. Louis. The name resonated with professionals across the country and various communities adopted the name, often creating logos that incorporated an iconic image such as the St. Louis arch or the D.C. Capitol. As the J Pro network expanded, the Jewish Communal Service Association needed to look no further than its own local groups to adopt the name JPRO Network. The Tri-State/Philadelphia group and the New Jersey group both elected to adopt J Pro as their name. Today, the J Pro network of local groups is expanding across North America. By any name, local groups are welcomed into the network for support and development.
The JPRO NETWORK Local Groups Best Practice Manual is designed to be a working document, with new materials and ideas added by the leadership of our Local Groups and shared with each other. It is our hope that its resources will guide new Groups in forming, in strengthening, and in further developing their Group. Existing JPros, as local groups are known, vary in size and scope, and reflect the characteristics of their community. There is no one correct structure that will serve every community and our goal for this Manual is to provide ideas and examples of what has worked in the past, encouraging others to build on these experiences for their own Group.

A great overview of Local Groups, and a good place for nascent Groups to start, is the article “In the Beginning: Creating a Local Jewish Communal Professional Association” by Goldstein, C., Levenston, R.S., Rothstein, C.B., Weinberg, D.S. (2004). (See Appendix A)

Local Groups as of Summer 2015

California: Los Angeles - Jewish Communal Professionals of Southern California
California: San Diego J Pro San Diego
Florida: Miami - J-Pro Miami
Maryland: Baltimore - DFI
Massachusetts, Boston J-Pro Boston
Michigan - Ann Arbor
Missouri - JProStL
New Jersey - JPro NJ
New York - Advancing Jewish Professionals (AJP of NYC)
Oregon: Portland J-Pro Portland
Pennsylvania: Pittsburgh Pittsburgh Jewish Communal Network (PJCN)
Texas: Austin J-Pro Austin
Washington DC - J Pro DC
Delaware, Greater Philadelphia, & Southern New Jersey Tri-State JCPA

Groups in Formation: Atlanta, Denver, Detroit and Indiana
OUTREACH AND BUILDING YOUR GROUP


Once you and a few colleagues have determined you would like to start a JPro, there are various ways to begin. You will need to start with at least a small group and designate responsibilities.

The nuances are different, but the goal is the same – to inform and engage Jewish Communal Professionals in your JPro. There are many different strategies, from a top-down approach that reaches out to Senior Executives to create buy-in for the Group and enlist their support for staff participation, to more grass-roots approaches that reach out directly to line staff. JPRO Network can assist you in thinking through the best approaches for your community. Some Groups are finding success with social networking sites such as Facebook and LinkedIn for providing both general information about their Group and specific information about upcoming events. Email is a crucial tool to share information about events, either through a straight text or an html newsletter via Constant Contact or a similar service. Some Groups have an Outreach or Marketing Sub-Committee and assign different people to reach out to various agencies across the community. While time-consuming, a personal relationship always trumps the impersonal. The most challenging aspect of outreach is that professionals change jobs and email addresses, making it important to obtain personal as well as work emails so that contact can continue over time.

Generating Executive Buy-In:

Through a formalized letter to agency executives, Local Groups can introduce their Group, inform about their purpose, and seek support in order to grow their membership base. Below is an example of such a letter created by the Cleveland Local Group in 2005.

➤ Cleveland Group executive by-in letter (See Appendix B)

Creating a Brochure:

Creating a brochure for your Local Group network is another effective means of outreach and marketing in order to grow membership as well as possible financial support. Below are examples of brochures created by various Local Groups.

➤ JPRO Miami brochure (See Appendix C)
➤ JPro New Orleans Brochure (See Appendix D)

Other Means:

In order to reach a greater number of Jewish communal professionals within one’s geographical area, creating a fan page, such as on Facebook, can be an effective way to generate support, market the group, and constantly bring in new members while providing updated information to existing members. Moreover, working with HR executives can be a valuable means to reach Jewish communal professionals from specific organizations or agencies and to promote knowledge about the group. Creating an e-newsletter can also be a useful tool in reaching out to one’s local community, keeping members updated and involved in Local group events and
programs, as well as disseminating important knowledge to the field. It is also possible to use
the JPro eNews as a regular tool for communicating.

➤ AJP-NYC Facebook page
➤ JPRO Network Facebook page

Some JPro groups have utilized Survey Monkey as a means of identifying and understanding
the interests of local colleagues. Surveys not only provide helpful data, they also raise
awareness and generate interest in your group's development. We recommend disseminating
the survey as widely as possible. You may want the assistance of agency execs, HR Directors,
or other key professionals. Remember to cast a wide and inclusive net. The developing JPro
Denver has shared their survey for others to use.

➤ Denver Professional Development Survey (See Appendix E)
ORGANIZATIONAL STRUCTURES

As new JPros form a group of interested, committed Jewish communal professionals, it is important to make some decisions regarding the structure of the Group's leadership. There is no one single structure utilized by all existing Groups. Some Groups have a single President; others have Co-Presidents. Some have a small Board or Committee with very defined roles, while other have larger Steering Committees that are more diffuse with responsibilities divided up for each program or event.

The specifics are less critical than the process by which the Group decides how it will operate. What is important is for the leadership committee to understand their roles and responsibilities and to be mindful of the importance of outreach and communication. Although you may not want to be a formal, independent organization, it is nonetheless valuable to determine what structure you would like to have and to put this in writing for reference. A valuable organizing tool is to envision what success will look like, determine your objectives and create your plan for success.

Plan to devote one organizing meeting to adopt a mission statement. You will use this repeatedly in your outreach efforts. Some Groups have annual membership dues in addition to fees for programs (sometimes with program discounts for members), while other Groups do not have formal membership but have lists of local professionals to invite to programs and events, charging fees to cover their costs. Groups are understandably concerned with finances. By starting deliberatively, it is possible to gain support form a “sponsoring” organization or individuals. Look for resources in your own community. Often consultants and universities provide free resources. A local organization may bring in a speaker they will be happy to share. Some Groups have formal by-laws, while others have developed Operating Principles or some such similar document. Groups that choose to file for 501c3 tax-exempt status must develop by-laws. Alternatively, Groups can ask a local agency to be their fiscal agent and can thus operate without formal by-laws if they so choose. JPRO NETWORK has assisted Local Groups as they formalize.

One critical element of a Group’s structure is the plan for leadership succession. Groups cannot survive without strong leadership, and leaders cannot remain in place indefinitely. Leadership development and succession planning should be ongoing activities whether the term of office for the President is one, two or three years. Strategies such as naming a President-Elect or having Co-Presidents with staggered terms help to build for the future while serving the needs of the present.

Who is a Jewish Communal Professional?
JPRO Network is frequently asked “who should be invited to participate in the local JPro?” Some groups are inclusive of clergy and educators, while others are not. We are a professional network, although some groups have had success including all Jewish community workers of all faith traditions and at all levels. The defining element is that the person is working in or on behalf of the Jewish community. This may include consultants and part-time employees. In New York, Advancing Jewish Professionals of NYC is inclusive of newer career professionals and in Southern California, this is a special sub-group. Don’t forget to reach out to colleagues who may be out of work temporarily. This is a valuable way to stay connected, sharpen skills and network.

Group Structure, By-Laws and Operating Procedures: Kehillah: Jewish Communal Professional Association of Greater Baltimore (See Appendix F)

Sample of Membership Form: JCPSC Membership Form (See Appendix G)
Sample JPro Local Group Mission Statements (See Appendix H)
GENERAL PROGRAMMING

The main function of the Local Groups is to provide professional development and networking opportunities for Jewish communal professionals on the local level. Professional development programs from various Local groups provide Jewish communal professionals around the country with a chance to network with colleagues, learn new skill-building techniques, and become informed on current and crucial topics facing the Jewish community. Programs may span across a spectrum of topics including a focus on current economic situations, understanding the Jewish meaning and values underpinning Jewish communal work, technology related programs, specific skill-building sessions, as well as networking get-togethers. Some JPros select a theme while others prefer diverse programs. Include opportunities for networking as well as learning at your programs. We recognize that JPros are sometimes inclusive of professionals of various faiths. We believe it is important for all of us to be grounded in the values that are the foundation of our work and opportunities for discussing Jewish values, holidays and events are important. We have included a sample Text study from JPro NJ which began one of their programs. You can use one Text or all at the start of a program. For an example, go to: NJ Text Reading on Jewish Communal Service

(See Appendix I)

Examples of past Local Group events

1) Jewish Communal Professionals of Southern California (JCPSC): Los Angeles, California.
   a) Asking “The Million Dollar Question.” A Jewish social-entrepreneur-turned-grantmaker’s reflections on five years of investing in the Jewish future.
   b) “Who’s Really Building the Jewish Community?” Featuring key note speaker Rob Eshman
   c) Sustaining Members Channukah Event.
   d) Planning for your Financial Future (for the under 40 crowd)
   e) Thoughts on Jewish Communal Service as a Calling.
   f) Web 2.0 “101” Introduction to Social Media and the New Internet, with Lisa Colton.
   g) Nuts and bolts of becoming a consultant. Hearing from a panel of experts.
   h) The Changing Landscape of Jewish Professional Leadership.
   i) Mentorship event. By invitation only.
   j) Fundraiser’s Forum: Panel Presentation.
   k) Kosher Wine Tasting, Hors D’Ouvers, and Passover Songs.
   m) Shabbat Dinners. Networking opportunity.
   n) What’s So Jewish About Changing the World?

2) J-Pro Miami: Miami, Florida.
   b) Laugh Your Tuchus Off: Speed Networking
   c) Dealing with Difficult People: How to Identify, diffuse tensions and modify your response

3) DFI: Baltimore, Maryland.
   a) The current economy and Jewish communal work.
   b) Kehillah Young Professionals. How to Keep Volunteers Energized and Engaged
   c) Inspiration During Tough Times.
   d) L’Chaim: Exploring the Foundation of Jewish Life Today
   e) Kehillah Tikun Program: Are You the Next Jewish Star?
4) JProStl: St. Louis, Missouri.
   a) J-PROSTL: "It's a New Year! An overview of the Jewish calendar"
   b) J-PROSTL: Collaborations in an Evolving Community.
   c) Peer Networking: Older Adult Services.
   d) Collaborations that Work.
   f) Jewish Non-Profit and Technology. Featuring Lisa Colton.
   g) Stepping Forward to Care - A Professional Response.
   h) Peer Networking: Facility Managers.
   i) Maximizing Your Committees & Boards.
   j) Beyond Our Job Descriptions.
   l) Meetings Magical: The Role of the Professional.

5) JPro NJ New Jersey.
   a) Selling Ourselves Without Selling Our Souls: Competing effectively in a secular
      marketplace.
   b) The Pearl S. Bier Judaic Seminar 2013: The Art of Storytelling – Making a Compelling
      Case for Your Non-Profit.
   d) Grant Writing Seminar

   a) Annual Happy Hour.
   b) Mentor-Mentee Relationship Workshop for Jewish Professionals
   c) Cook a Meal for the Homeless.
   d) Breakfast with the Exec: An Intimate Conversation.

7) JProDC: Washington DC.
   a) J PRO DC Wine and Cheese Reception.
   b) Dealing With Difficult People.

   a) 21st Century Challenges for Jewish Diplomacy.
   b) Results of the Community Study on Special Needs Survey.
   c) Jewish Population Study.
   d) Staff Supervision and Management.
   e) Service Learning versus Community Service: The Kavannah Approach.
   f) Researching Foundations.
   g) Web 2.0 "101" - Introduction to Social Media and the New Internet.
   h) Dying to Be Thin.
   i) Tri-State JCPA Betty Lowenberg Memorial Program: Issues of Women in Jewish
      Communal Service.

9) J-PRO Portland:
   a) Networking Hour.

➤ See also subsection "National Programs" found in section titled "JPRO NETWORK
   Affiliation" for more information on Local Group programming as it is connected to the
   national level
RECOGNITION & AWARDS PROGRAMMING

The recognition programs that are currently implemented in various JPros become a platform for acknowledging the work of exceptional Jewish communal professionals in one's local community. Recognition programs are an effective and influential means to recognize exemplary service, bring honor to the field, and reinforce best practices. They help to bring groups together, and they not only reward outstanding work and behavior. They also pay tribute to individual contributions of professional leadership in the Jewish communal field.

Below are examples of award categories used by JPros, as well as the forms for nominating an individual and the criteria for choosing an award recipient. In most cases, a recognition or award committee is created for this process.

DFI Awards

DFI presents three awards each year: the Outstanding New Jewish Communal Professional Award, the Twelve Tribes of Israel Award, and the Daniel Thursz award. In the past, the DFI recognition chairs of the committee have selected DFI steering committee members to serve on the selection committee. They are sent the applications for the awards before the selection meeting, and at the meeting use the referenced criteria along with discussion to make their selections. After the selections are made, the recognition committee chairs contact the recipients who were selected, as well as the people who nominated the nominees that were not selected, and they are encouraged to submit them again the next year.

The criteria were created using the nomination forms as the models. Looking at these criteria helps to extrapolate what was important information to consider.

Outstanding New Jewish Communal Professional Award
Has the nominee demonstrated...:
- The values and mission of DFI?
- Demonstrated a commitment to Jewish Communal Service?
- Demonstrated a commitment to strengthening and enriching Jewish life and identity within a framework of pluralism?
- Approached Jewish communal service in a creative and innovative way?
- Demonstrated ability to work as a team player and work collaboratively in the larger community?
- Demonstrated leadership potential, especially DFI leadership?

Twelve Tribes of Israel Award
Has the nomination demonstrated...:
- Strengthening and enriching Jewish life and Jewish identity in the context of a pluralistic community?
- How has the nomination shown imagination, social vision, creativity, initiative and/or resourcefulness?
- Shown impact for the audience for which it was intended?
Daniel Thursz Award
These were ranked 1-5, with 1 being the lowest ranking and 5 being the highest.
Has the nominee:
- Demonstrated a commitment to strengthening and enriching Jewish life and Jewish identity within a pluralistic framework?
- Served as an agent for social change?
- Served as a role model for less experienced Jewish communal workers?
- Length of service in the field
- Demonstrated excellence with ethical leadership
- Demonstrated excellence in social vision
- Demonstrated excellence with professional skills
- Demonstrated excellence with creativity
- Demonstrated excellence with resourceful
- Demonstrated a commitment to strengthening and enriching Jewish life and Jewish identity within a pluralistic framework

The recipient of the Daniel Thursz award is asked to deliver the D'var Torah at the spring DFI event, and the other award recipients are called up for recognition and respond with brief thank yous. There is a cash award of $1250 for the Outstanding New Jewish Communal Professional Award to be used for professional development. This has been funded by an anonymous donor.

JProStl Awards

JProStl award program consist of seven awards in different categories that are presented at a large luncheon which is the highlight of the year. Award recipients from each category receive a plaque in recognition of their achievement. The seven categories, with their award descriptions, are as follows:
- **Visionary**: An *established* professional who has had a *significant* impact on the organization and community through *innovation* in program development, outreach and/or collaborations.
- **Emerging Leader**: A *young adult* staff person in the field for less than 5 years who demonstrates exceptional initiative, dedication and effectiveness within his/her organization.
- **Career Achievement**: An *experienced* professional (active or retired in 2008) with over 20 years in the St. Louis Jewish community who has consistently demonstrated exceptional dedication and effectiveness throughout his/her career.
- **Educator**: A *teacher* who nurtures Jewish identity, develops innovative curriculum, is seen as a role model and has a recognized impact at his or her school or agency.
- **Mentor**: A *manager/supervisor* who is seen as a role model and provides valued leadership, guidance, and support to supervisees and colleagues.
- **Chesed/Kindness**: A *direct service provider* who provides exceptional care and kindness to clients in residential care, clinical settings or through one-on-one service delivery.
- **Dedication**: An *administrative support staff*, executive assistant, facilities staff or other support staff member who consistently demonstrates assistance, dedication and effectiveness to colleagues and organization.
JCPSC Awards

JCPSC award program consists of six awards in different categories that are presented at an annual end of year luncheon. The award seeks to give recognition to Jewish communal professionals in Southern California.

➢ Jewish Communal Professionals of Southern California Award Categories with detailed information and nomination form (See Appendix J)
JPRO Network PROGRAMMING

Through JPRO Network national programs, the JPros have the opportunity to participate in North American programming and come together in one’s local community to participate. This provides a forum for all the Local Groups and other Jewish communal professionals to unite, learn, network and discuss important topics facing and impacting the Jewish communal professional world. During conference calls and webinars, Local Groups have the opportunity to participate as a group and utilize local experts to expand upon the topics discussed, connecting the topic on a local level. Below is a list of national programs that JPRO Network offers to Local Groups.

- Annual Program
- Conference Calls
- Webinars
- Local Group Training Calls
- Local Group Retreats for Local Group leaders
- March as Professional Development Month

March as Professional Development Month

In 2007, JPRO Network began the initiative “March is Professional Development Month.” While focusing on professional development throughout the year, March was designated as a time for increased collaboration and amplified professional development opportunities as a way to promote awareness of the skills and knowledge utilized in the Jewish communal sector. JPRO Network has designated March for enhanced professional development opportunities as well as the opportunity to promote the celebration and recognition of the professional development programs and initiatives taking place in the Local Groups and Jewish communal sector at large. This becomes a time of enhanced programming, new innovations, and the opportunity for Local Groups to create and partner with JPRO Network to promote and augment professional development and networking programs. JPRO Network looks forward to continuing and expanding this initiative of “March as Professional Development Month” as a way to acknowledge dedicated Jewish communal professionals and to enhance professional development for the field.

During the month of March, JPRO Network asks that each Local Group organize at least one Local Group event recognizing the importance of professional development and networking for Jewish communal professionals and the sector at large. JPros are encouraged to gather participants to listen to JPRO Network’s Continental Conference Calls and develop local tie-ins.

During March is Professional Development Month, JProStl created a poster with pictures of local Jewish communal professionals and captions of the values and work that the sector upholds. This poster, titled “Jewish Professional Work: More than Just a Way to Make a Living” was to be distributed in local synagogues and in the community to recognize and highlight the work of the Jewish communal professional sector. (Click Here to view the poster) (See Appendix K) This poster has begun to be circulated among JPros and adopted by other local communities. There has also been some success in local synagogues, honoring their members who work in the community at a Shabbat service.
JPRO Network AFFILIATIONS

Local Group Support

JPRO Network helps to ensure that the Local Groups function at an optimal level so they may provide professional development and networking opportunities for the Jewish communal professionals in their communities. JPRO Network works with the Local Group chairs through conference calls, the Local Group listserv, retreats, the JPRO Network Facebook page/website, and consultations in order to ascertain the present needs of the various communities, what the Local Group chairs require to better inform their roles and create their programs, and to connect the Local Group chairs for further collaboration and community building. Through approximately four conference calls a year with Local Group chairs, JPRO Network creates a forum to identify local issues, potential resources, as well as challenges facing the Local Group communities.

JPRO Network also provides individual consultations, as well as an inventory of community assets and resources on their webpage for JPro chairs to start new groups, create program ideas, and identify action plans for best practices in offering professional development and networking opportunities. JPRO Network also assists in identifying and supplying speakers and works to arrange for JPRO Network Board members or staff to speak at Local Group programs. Local Group members also receive the Journal of Jewish Communal Service, published through JPRO Network, at a significantly discounted price.

Ensuring and Enabling Communication and Collaboration for Local Groups

JPRO Network works to remove the geographical barriers separating the Local Groups across North America, creating a holistic network of members of the Jewish communal professional field with the mission of enhancing and promoting professional development, collaboration, and networking. JPRO Network promotes this coordination and collaboration among the Local Group chairs through conference calls, the Local Group listserv, retreats, the JPRO Network Facebook page/website, and the Annual Program. Through retreats and/or the Annual Conference of JPRO Network, which is an intensive professional development gathering, Local group chairs and members have the chance to come together, meet face-to-face and connect and network.

JPRO Network Expectations

JPRO Network’s many activities for Local Groups empower and support the Local Group leadership and the Local Group structure to become more qualified, professional, and effective. This provides local Jewish communal professionals with the professional development and networking opportunities that are essential to growing and enhancing skills and knowledge. In return for this support, JPRO Network asks JPros to:

➢ Carry the JPRO Network logo on all promotional materials, website, directory and/or communiqués. In this way we are building recognition of a continental connection linking all of the groups and creating an association that is, in every sense, the profession of Jewish community practice and leadership.

➢ Forward the JPRO Network monthly e-newsletter to all Local Group members or to share the Local Group list serve so we may do this for you (the list is used for no other purposes and is not shared).

➢ Disseminate and share JPro Program Information

➢ Participate in JPro Local Group Leadership Calls & Retreats

➢ Provide Information on your activities for the eNews

➢ Offer programming that supports and reflects Jewish values and exemplary service
Local Group Leadership Roster

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IN THE BEGINNING: CREATING A LOCAL JEWISH COMMUNAL PROFESSIONAL ASSOCIATION

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In recent years there has been an increase in the number of local Jewish communal professional associations (JCPAs). This article describes in detail the development of the Baltimore group and then outlines strategies for success and challenges faced by JCPAs across the country. It concludes with a call to action to national organizations about working together to better the profession and the community at large.

In the last decade, the landscape of Jewish communal service has changed dramatically. National organizations have merged and cut back on services offered to local communities. Affiliated Professional Associations (APAs) have gained in prominence—over more global professional associations, such as the Jewish Communal Service Association (JCSA). In fact, the last JCSA-sponsored conference was held in 1996. Tight local budgets further limit access to the remaining national and regional opportunities for professional development. The old adage of “you have to move out to move up” is less true, as professionals stay longer in one community, making both lateral and vertical moves locally. Throughout the country, recruitment and retention remain great challenges, resulting in an increase in the hiring of untrained professionals.

For all of these reasons and more, our profession has seen a rise in the number of local Jewish communal professional associations (JCPAs). There is a growing trend to support professional development locally in order to maximize available financial and human resources. Local JCPAs increase the professionalization of the field as they nurture and cultivate both new and seasoned professionals, sending the message that we are a valued, integral part of the organized Jewish community.

At present, there is no formal guide to starting a local JCPA, which can be a daunting task without proper preparation and support. In this article, we share in detail the development of the JCPA in Baltimore known as KEHILLAH. We also discuss strategies for success and challenges faced by local JCPAs from across the country (Southern California, Chicago, Atlanta, New York, New Jersey, Delaware Valley, and Washington, DC) that we surveyed to create a “best practices” guide about the do’s and don’ts of creating such an association. Finally, we close with a call to action to our national colleagues about working together to better our profession and the Jewish community-at-large.

KEHILLAH: JEWISH COMMUNITY PROFESSIONAL ASSOCIATION OF BALTIMORE

**Start Up**

In Baltimore, the ground was ripe for a local JCPA. Efforts were being made to combat what was being termed “the de-professionalization” of the field, and the idea of
a broad-based organization committed to the retention of Jewish communal personnel was emerging. The Baltimore Institute of Jewish Communal Service (now the Darrell D. Friedman Institute for Professional Development-DKI) was already in place for recruiting new professionals and training them, but a gap was identified in continuing education, ongoing professional development, and networking for those already in the field. In large organizations, it was not uncommon to find employees of an agency department who did not know others in another department in the same building. A successful educational program celebrating the 25th anniversary of the DFI brought many professionals together, and the oft-heard remark was “we should do this more often.” From there evolved a steering committee of leaders interested in more opportunities for networking and building bridges. They shared a unified vision of an organization that would enhance the status of the field, provide networking opportunities, and promote professional education and interagency collaboration.

On the steering committee sat professionals from many local organizations and agencies in and beyond the local federation system. It was this group that determined KEHILLAH’s mission, purpose, by-laws, and governance structure. Early on it was determined that the organization would not be “owned” by the federation and that there be a clear effort to recruit diverse leadership representing the organized Jewish community at large. New professionals were identified and offered a place on the steering committee. This core group of twelve tripled in size and grew to include synagogue administrators and clergy, Jewish educators, and representation from local Jewish organizations in addition to agencies of the federation.

FUNDING/EXPENSES

The local federation, THE ASSOCIATED: Jewish Community Federation of Baltimore, provided a seed grant with the understanding that KEHILLAH was an independent entity. Initially there was no dues structure, and donors were found for several projects: a directory, a recognition award, and underwriting a speaker. Also absorbed were underutilized funds for professional development from the federation. The main initial costs were related to marketing: developing a brochure, creating invitations, and mailings. After the inaugural year, nominal dues of $18 were charged which were used to offset the salary of an administrative assistant and programming costs.

KEHILLAH Today

KEHILLAH continues to be housed, staffed, and administered at the DFI. Partial funding comes from the local federation, but the bulk comes from annual dues ($18 regular membership and $36 pillar membership) and additional fees charged for specific events. (Several larger agencies have chosen to subsidize membership dues for their employees to encourage participation in KEHILLAH.) Membership hovers at close to 200 professionals.

The Steering Committee, comprised of 32 members and representing community agencies and organizations, is governed by a Chair and three Vice Chairs, who act as liaisons to the nine committees and their co-chairs. The stability of the program rests in the succession of leadership of officers and the rotating Chair, who serves a two-year term with Vice Chairs in line to succeed him or her. The committees are Membership, Programming, Professional Development, Jewish Literacy, Tikkun Olam, Mentors, Recognition, Nominating, and KEHILLAH Young Professionals (KYP).

The Programming Committee plans one large annual event in the fall and one in the spring, which each draw approximately 150 people and typically feature a keynote speaker who addresses a topic of widespread interest. Breakout sessions provide opportunities for colleagues at various levels to share their reactions and exchange ideas. Elections and award presentations also take place at these events.

The Professional Development and Jew-
ish Literacy committees each plan two to three smaller workshops during the year, which are held over lunch and are designed to enhance professional growth and increase Jewish knowledge. Each of these sessions attracts about 30 participants, some of whom are new to the organization.

The work of the Tikkun Olam committee provides KEHILLAH members with the opportunity to engage in community-wide volunteer activities that benefit the community-at-large as we embrace the Jewish imperative to repair the world. Drives for greatly needed items are held at the larger events.

We have found that most people who leave the field do so within those critical first five years of employment. The Mentor Program was instituted to encourage retention. The committee matches veteran professionals with newer professionals to help ease their way into the field and provide an opportunity for growth and support. A fall training session is held, and the committee follows up with the matches, giving guidance and support. The students of DFI are integrated into this mentor program as well.

KEHILLAH emphasizes the importance of recognizing the accomplishments of our colleagues in the field and in our community. We annually present the Daniel Thorsz Distinguished Service Award, supported by THE ASSOCIATED and the University of Maryland School of Social Work, recognizing outstanding service to the community; longevity awards to members who have been in the field 7, 13, 18, 25, and 36 years; and the Twelve Tribes Award, encouraging interagency collaboration. Shortly we will be instituting an award specifically geared toward new professionals.

The most recent development has been that of the KEHILLAH Young Professionals group, now three years young, which gives new, younger professionals an opportunity to network, socialize, and benefit from specialized professional education as they deal with subject matter pertinent to the particular stage of their career.

A BEST PRACTICES GUIDE TO CREATING A JCPA

Executive Support

Although many of the groups were founded and are sustained through grassroots efforts, all successful associations enlisted the support of agency executives during the early stages of their development. The local federation needs to be a key advocate, whether providing fiscal and human resources to foster groups or at the very least serving as a model to other agencies to follow suit with their support. Participation of top agency executives sends a message to professionals that they are valued and that their continued growth, both personally and professionally, is important to their leaders now and for the future.

Formal Structure/Governance

We often feel that rules can impede the natural flow of things, but for an organization that relies on volunteers with packed schedules, clear but flexible guidelines are a must. The mission statement is a starting point from which a formalized structure can then emanate. This statement is something participants can always refer to as new ideas or programs are proposed. Are these proposals in keeping with the mission? Does this idea fall under the goals of our association? A steering committee with multiple working committees allows for work to be divided and conquered so that a few individuals are not overloaded or quickly burned out. Also, as all of us know from our experience with lay leadership, people are more likely to be invested in what they help create. Finally, committees give professionals from different agencies the opportunity to collaborate and interact in ways that may otherwise be unavailable, fostering benefits beyond the actual programs developed.

A majority of the successful associations have a dues/membership structure in place. Members are often given discounts on pro-
gram fees and even exclusive access to certain programs. In New Jersey, members also receive discounts at local Jewish establishments. Some agencies subsidize the cost of memberships and program fees, another way for agency leadership to express their support of these associations and ensure their staff’s participation.

Succession of Leadership

Associations that struggled or failed repeatedly identified lack of succession of leadership as the top reason for their distress. Leaders were either ineffective with no structure in place for their removal, or they had no one to pass on their mantle to after a designated tenure. A vice-chair position grooms future leadership, as does a formal committee structure. Success should rely on collective efforts, not on the shoulders of a few enthusiastic, soon-to-be-burned-out individuals.

Attention to Young Professionals

As mentioned previously, local associations are typically started as grassroots efforts by those on the front lines of Jewish communal service. Many of these individuals are younger or newer professionals who are looking for constructive ways to connect with their peers and colleagues as they establish their careers in Jewish communal service. The message this sends to those of us who want Jewish communal service to thrive in the next generation and beyond is that it is imperative to dedicate a portion of an association’s programming to younger and newer professionals. This can be done through mentoring programs between newer and veteran professionals, continuing education programs, peer networking opportunities, and formal recognition of newer professionals’ achievements.

INNOVATIVE PROGRAMS

While commonalities exist among successful associations, there are also features unique to different communities. Stemming from the varied interests, needs, and resources of each local community, several innovative community-specific programs have been developed. At the very least, these ideas can inspire our own creativity; at the most, these ideas can be replicated in our communities with modifications to suit our specific needs.

Baltimore

In Baltimore the “Twelve Tribes Award” is presented annually to recognize an outstanding collaborative program between two or more local agencies. Such an award acknowledges the importance of inter-agency efforts to collaborate, maximize their resources, and combine their talents to create some of our community’s most innovative and meaningful programs.

New Jersey

Many communities give awards based on longevity, but New Jersey also formally recognizes its newest professionals with the “Leo Brody Jewish Communal Service Award.” This award, a grant for study in Israel, is given to a professional who has been in the field five years or less and who is of “exceptional promise.” The award is made to further the career of someone “already committed to Jewish communal service and Jewish life.”

The New Jersey Association of Jewish Communal Service targets its efforts not only at individual Jewish communal professionals, but at Jewish communal institutions as well. It does this by encouraging “standards of excellence,” recommending that Jewish communal institutions provide the optimal training ground and work environment to encourage long-term careers within the field. These areas have been identified as essential in elevating the field and attracting and retaining the highest caliber of professionals who are ultimately responsible for
guiding the Jewish community into the next century:

- Appropriate training, background, and education
- Mentoring
- Nurturing Community/Culture (provide a safe haven for problem solving)
- Continuous professional development
- Providing benefits: JCC membership and reduced synagogue membership, day care fees, and day school tuition
- Progression for advancement for the Jewish communal professional within an organization/institution
- In-house training seminars on such topics as stress and time management, health and well-being of the professional, creating effective interpersonal relationships, etc.
- Employee Assistance Program
- Recruitment of new professionals to the field
- Incorporating Jewish values and creating a Jewish environment, i.e., officially closing early on Shabbat

throughout the year, coordinated by Gratz College.

Chicago

As an adjunct to the Jewish Communal Professional of Chicago, “Sulam: a Ladder for Women in Jewish Communal Service” was initiated with funding from the Jewish Women’s Foundation of Metropolitan Chicago. The program, now in its third year, was developed to promote gender equality in the Jewish communal profession by providing for the growth, advancement, and leadership of women. Sulam has developed workshops in areas where women professionals tend to have weaknesses, such as budgeting. The Chicago JCPA in turn promotes these workshops to its constituents. Sulam has also hired a consultant to create a manual on best practices for creating gender equality in the workplace.

CHALLENGES TO LAUNCHING AND SUSTAINING A JCPA

Earlier we reviewed the key "do's" for a local JCPA to succeed. Just as important is a discussion of the challenges to starting and maintaining a local association.

Executive Buy-In

Many of the local associations are focused on developing the professional association as a grassroots effort, and through its success they hope to gain broader executive buy-in. In theory many executives pledge their support up front; however, in reality many do not play a significant role in encouraging their staff to participate, thereby sending a message from the top that this is important enough to take a few hours off to attend. Additionally, when executives make the time to attend such programs themselves, it is an additional hearty endorsement of this important communal endeavor. On a more concrete level, agency executives can also offer pro bono support for some of the association’s infrastructure, such as access to

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copy and fax machines, support and business staff time, and the like.

We recommend that there be an opportunity to present the case for an association and appeal for support to the top executives of the community. Through an open dialogue, their participation can be invited and their involvement in developing financial support, as well as professional expertise, can be solicited.

Funding

Many of the associations place a great deal of effort on securing funds from program to program. With limited "volunteer" time to develop programming, membership structures, and the like, it would be very helpful if the national professional associations could raise funds to be distributed to support local programming. Additionally, agency directors may wish to support the association through discretionary funds. Local groups may wish to approach local or national foundations for support as well, and a generic proposal from national would be useful as well.

Developing Core Leadership and Ensuring Leadership Succession

Most of the existing groups were launched by two to three enthusiastic supporters who created and maintained the momentum. The initial stages of creating such an association take a great deal of time and energy. Several of the groups that are currently floundering are doing so because there is no one leading them into the next phase.

Volunteer Time Management

As dedicated professionals, those who launched these associations devoted an extraordinary amount of time on top of their own professional responsibilities to develop the networking and professional development system. Supervisors sometimes questioned whether this work was being done as a "volunteer" on one's own time or as a professional on behalf of the professional community and should be classified as part of one's job.

Lay Leadership Recognition of Validity

What message is being sent to local professionals when a communal budget does not allot funds to support meaningful professional development? Does this suggest that a low priority is being placed on this issue and that lay leaders place a limited seriousness and validity on the development and retention of professionals? Just as professional leadership must indicate their buy-in to JCPAs, it is also crucial for lay leadership to understand the importance of the recruitment, retention, and cultivation of Jewish professionals. This aspect is a key component to perpetuating both strong lay-professional relations and a strong cadre of Jewish professionals.

CALL TO ACTION

We encourage national Jewish communal organizations, such as the Jewish Communal Service Association, United Jewish Communities, and the myriad of Affiliated Professional Associations, to support mechanisms on the local level that enhance the recruitment and retention of Jewish communal professionals.

Local JCPAs have, for the most part, provided their participants clear and tangible benefits for joining their groups. The same cannot be said for all national organizations. Eliminating and clarifying the national overlap and highlighting the benefits of national affiliation would help both the national organizations as well as the individual members.

There should be more reciprocity between the growing number of local JCPAs and national organizations. We each have a lot to learn from each other. As we have seen in this article, there are issues that cut across communities that could best be dealt with on a national level. Likewise, there are challenges faced by national organizations that could benefit from an examination of local models.

We invite the JCSA in particular to take a
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more active role in local JCPAs as it is the most comprehensive and overarching in scope of the national Jewish communal professional associations. Recently, a formal relationship between local groups and JCSA emerged. Local groups should consider allotting a portion of their dues for JCSA in exchange for national support. This support could include, but not be limited to maintenance of a national program bank, identification of and assistance with securing funding for local programming, access to trainers for professional development and continuing education programs, facilitation of a national email listserv and website for local groups to discuss issues and seek advice, advocacy on a national level for issues common to multiple locales, collaboration with national APAs and local JCPAs on the issues of recruitment and retention, and of course, consultation on the development of new local associations and the growth of existing ones.

CONCLUSION

This article is meant to inspire, motivate, and guide our colleagues across North America to create their own Jewish communal professional associations. Appendix A provides an at-a-glance resource as you embark on this most rewarding endeavor.

We also encourage our national Jewish professional organizations to evaluate their relationships with each other and with local associations so that we may maximize the fiscal and human resources available to us in these challenging times. By working together, we can re-professionalize the field of Jewish communal service in the 21st century and ensure the success of our colleagues and our communities.

Editor’s Note: In addition to the local groups listed in Appendix A, groups have been formed in Miami, St. Louis and New Orleans.

ACKNOWLEDGMENTS

Thank you to the following individuals who shared their time and expertise to provide the essential background for this article: Atlanta: Avram Kluger and Ilene Levin; Chicago: Debby Barton Grant, Ann Hartman Luban, and Leslie Landman; Delaware Valley: Rachel Gross and Meira Itzkowitz; Los Angeles: Jack Mayer and Laura Kaplan; New Jersey: Patti Rosen-Bayewitz; New York: Susan Sherr-Seitz; and Washington, DC: Elaine Mann.

JCSA RESPONSE

The authors have prepared a thoughtful and constructive article that can serve as a valuable tool for our field. They have made several recommendations that deserve response from the Jewish Communal Service Association (JCSA), publishers of this Journal.

JCSA now assists groups in their formation, provides speakers, and offers discounts for Journal subscriptions to local association members. Annual teleconferences have been offered to local groups to use for their own programming and JCSA has organized conference calls for local group leaders to speak together. The chairperson of each local association is invited to serve in an ex-officio capacity on the JCSA Board, and there are Committee Chairs for local group initiatives on the Board.

JCSA is currently engaged in a strategic planning process, and building a structure that recognizes, nourishes, and promotes JCPAs as a key area for development. JCSA is engaged in several initiatives that will assure support for local professional associations:

- A web site that posts news and information from local associations, as well as a comprehensive calendar inclusive of local programming; links to local groups are a key feature, as well as a bulletin board for exchanging ideas
- An active Local Groups Committee, which continues to provide support and information to local group leadership
- Continuation of JCPA conference calls

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- Identification of national programmatic initiatives and financial support to enable local groups to implement responses to those initiatives
- Promotion of local activities and award winners, as well as recognition of outstanding programs and activities

Concomitantly, JCSA must work with the leadership of JCPAs to devise a structure that enables these associations and their members to feel a part of the larger, broader field of Jewish communal service. Just as JCSA must respond to these entities, we need the input and support of our local colleagues for the greater good of furthering professional development and enhancement on a continental level. We all benefit from this dual, mutually supportive approach.

Audrey S. Weiner, Immediate Past President
Brenda D. Geverz, Executive Director
## APPENDIX. Detailed information about specific local professional associations

<table>
<thead>
<tr>
<th>Name of Group</th>
<th>Geographic Area</th>
<th>Year Founded</th>
<th>Target Groups</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reshet Atlanta</td>
<td>Atlanta, Georgia</td>
<td>August, 2001</td>
<td>All professionals/ Admin</td>
<td>Yes, Formal Leadership Structure, Steering Committee, Executive Committee, Board, Committees</td>
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<tr>
<td>Young Jewish Professionals (YJP)</td>
<td>New York City</td>
<td>January, 2000</td>
<td>Young Pros (1-10 yrs in the field)</td>
<td>Steering Committee, Yes, Executive Committee, but nothing formal in place for succession</td>
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<td>Jewish Communal Professionals of the Delaware Valley</td>
<td>Philadelphia, Southern New Jersey, Delaware</td>
<td>1970</td>
<td>All Jewish communal professionals</td>
<td>Steering Committee, Yes, Executive Committee and steering committee</td>
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<td>Jewish Communal Professionals of New Jersey</td>
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<td>1984</td>
<td>All professionals</td>
<td>Yes, part of by-laws</td>
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<td>Jewish Communal Professionals of Chicago</td>
<td>Chicago Metro Area</td>
<td>30+ years ago</td>
<td>All professionals</td>
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</tr>
<tr>
<td>Jewish Communal Professionals of S. California</td>
<td>Greater Los Angeles Area</td>
<td>1998</td>
<td>All Jewish communal professionals</td>
<td></td>
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<tr>
<td>KEBILLAH: Jewish Communal Professional Association of Greater Baltimore</td>
<td>Greater Baltimore area</td>
<td></td>
<td></td>
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</table>

### By-Laws
- Reshet Atlanta: None
- Young Jewish Professionals (YJP): None
- Jewish Communal Professionals of the Delaware Valley: Yes, We are embarking on Strategic Planning Process—developing mission statement will be part of that process
- Jewish Communal Professionals of New Jersey: Yes
- Jewish Communal Professionals of Chicago: Yes
- Jewish Communal Professionals of S. California: Yes
- KEBILLAH: Jewish Communal Professional Association of Greater Baltimore: Yes

### Mission Statement
- Reshet Atlanta: Yes
- Young Jewish Professionals (YJP): Yes
- Jewish Communal Professionals of the Delaware Valley: Yes
- Jewish Communal Professionals of New Jersey: Yes
- Jewish Communal Professionals of Chicago: Yes
- Jewish Communal Professionals of S. California: Yes
- KEBILLAH: Jewish Communal Professional Association of Greater Baltimore: Yes

### Mentor Program
- Reshet Atlanta: None
- Young Jewish Professionals (YJP): None
- Jewish Communal Professionals of the Delaware Valley: Through Tri-State
- Jewish Communal Professionals of New Jersey: Yes
- Jewish Communal Professionals of Chicago: No
- Jewish Communal Professionals of S. California: In discussion
- KEBILLAH: Jewish Communal Professional Association of Greater Baltimore: Yes

### Recognition Awards
- Reshet Atlanta: None
- Young Jewish Professionals (YJP): None
- Jewish Communal Professionals of the Delaware Valley: Through Tri-State
- Jewish Communal Professionals of New Jersey: Yes
- Jewish Communal Professionals of Chicago: No
- Jewish Communal Professionals of S. California: Yes
- KEBILLAH: Jewish Communal Professional Association of Greater Baltimore: Yes—The Daniel Tharsas Award for Distinguished Service

### Longevity
- Reshet Atlanta: None
- Young Jewish Professionals (YJP): None
- Jewish Communal Professionals of the Delaware Valley: Through Tri-State
- Jewish Communal Professionals of New Jersey: Saul Schwartz Award excellence over 10 years
- Jewish Communal Professionals of Chicago: Yes
- Jewish Communal Professionals of S. California: Yes
- KEBILLAH: Jewish Communal Professional Association of Greater Baltimore: Yes

### Excellence
- Reshet Atlanta: None
- Young Jewish Professionals (YJP): None
- Jewish Communal Professionals of the Delaware Valley: Through Tri-State
- Jewish Communal Professionals of New Jersey: Yes
- Jewish Communal Professionals of Chicago: No
- Jewish Communal Professionals of S. California: Yes
- KEBILLAH: Jewish Communal Professional Association of Greater Baltimore: Yes
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<th>Innovative Programs</th>
<th>JCSA Article—Group Survey</th>
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<tr>
<td>Speed Networking</td>
<td>Benefits include Discount Club</td>
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<td>Piggy back on other speakers, i.e. CAJE</td>
<td>Peer Assistance Program</td>
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<td>Tri-State Jewish professional leadership program</td>
<td>Young Professionals Outreach</td>
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<th>Funding Sources</th>
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<td>UJA Fed of NY, AJCOP, JCSA, UAHC, UJC</td>
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| Committee on Professional Development |

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<th>Program Fees Only</th>
<th>Dues primary source</th>
<th>Dues, Program fees, Federation allocation</th>
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<tr>
<td>In process</td>
<td>Yes—recognition of agency collaborations</td>
<td>Kehillah Young Professionals (KYP)</td>
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| Mentor Program |

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<th>Federation Annual Allocation</th>
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<td>Yes—all three federations</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual Membership Dues (specify amount)</th>
<th>None yet</th>
</tr>
</thead>
<tbody>
<tr>
<td>$18 general, $36 sustaining; special rate for students/retirees</td>
<td>No</td>
</tr>
</tbody>
</table>

| $18 regular, $30 pillar |

<table>
<thead>
<tr>
<th>Agency Subsidy for Employee Memberships</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the Tri-state program $25—yearly; $65—3 years: $200—life</td>
<td></td>
</tr>
</tbody>
</table>

| Primary source; different levels available |

| $25—yearly; $65—3 years: $200—life |

<table>
<thead>
<tr>
<th>Beef of funding</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program fees</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

| Yes—some agencies subsidize half, some in full |

| Yes | Yes |

| Yes—some agencies subsidize half, some in full |

| Yes | Yes |

| Yes | Yes |

| Yes | Yes |

| Yes | Yes |

| Yes | Yes |
**APPENDIX. Detailed information about specific local professional associations (continued)**

<table>
<thead>
<tr>
<th>JCSA Article—Group Survey</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Donor/Foundation Grants</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>In-kind Services</strong></td>
<td>Bier Judaic Seminar &amp; the Leo Brody Award are endowed</td>
</tr>
<tr>
<td>Staff time, data base management, accounting, mailings</td>
<td>Staff, mailings</td>
</tr>
<tr>
<td></td>
<td>Covers copies, mailings, phone calls, allowing staff to &quot;volunteer&quot;</td>
</tr>
<tr>
<td></td>
<td>Staff time, data base management, accounting, mailings</td>
</tr>
<tr>
<td></td>
<td>Leadership volunteers &amp; agencies provide that time</td>
</tr>
<tr>
<td></td>
<td>Yes, Co-Presidents &amp; steering committee</td>
</tr>
<tr>
<td></td>
<td>Chairmen and committee members all volunteer</td>
</tr>
<tr>
<td></td>
<td>p/t Administrator—equivalent to 1 day/week</td>
</tr>
<tr>
<td><strong>All Volunteer</strong> (specify if rotating)</td>
<td>All volunteer</td>
</tr>
<tr>
<td>All volunteer—including assistants to committee members</td>
<td>All volunteer</td>
</tr>
<tr>
<td>Work time of admin assistants to committee members</td>
<td>Yes, 10-15 hrs/week</td>
</tr>
<tr>
<td><em>Professional Staff</em></td>
<td>None</td>
</tr>
<tr>
<td>Local Contact</td>
<td>All volunteer</td>
</tr>
<tr>
<td>Name</td>
<td>Avram Kluger</td>
</tr>
<tr>
<td>Phone Number</td>
<td>770-434-7340</td>
</tr>
<tr>
<td>Fax Number</td>
<td>770-434-7341</td>
</tr>
<tr>
<td>Email Address</td>
<td><a href="mailto:avramk@juf-na.org">avramk@juf-na.org</a></td>
</tr>
<tr>
<td>Rachel Gross</td>
<td>215-844-1507</td>
</tr>
<tr>
<td>Passi Rosen-Baywitz</td>
<td>201-488-0800</td>
</tr>
<tr>
<td>Dr. David Landman</td>
<td>847-509-8282 x13</td>
</tr>
<tr>
<td>Debbie Baron Grant</td>
<td>818-464-3201</td>
</tr>
<tr>
<td>Jack Mayer</td>
<td>312-357-4975</td>
</tr>
<tr>
<td>Cindy Goldstein (staff)</td>
<td>410-578-6920</td>
</tr>
<tr>
<td>Leslie Landman</td>
<td>Fax: 410-578-1803</td>
</tr>
<tr>
<td><a href="mailto:dbartongrant@jcf.org">dbartongrant@jcf.org</a></td>
<td><a href="mailto:jmayer@jewishla.org">jmayer@jewishla.org</a></td>
</tr>
<tr>
<td><a href="mailto:cgoldstein@thedfl.org">cgoldstein@thedfl.org</a></td>
<td>leslie@<a href="mailto:landman@juf.org">landman@juf.org</a></td>
</tr>
<tr>
<td><a href="mailto:rae@inf.net">rae@inf.net</a></td>
<td><a href="mailto:Paskir@jfl.org">Paskir@jfl.org</a></td>
</tr>
</tbody>
</table>
November 16, 2000

Dear NJCP Member,

The New Year brings to mind the concept of new beginnings, new starts. We ponder ways to take new paths or make easier the paths we have already chosen. As a Jewish professional in communal work, please consider the easier path you will have to travel by renewing your membership with the Network if Jewish Communal Professionals.

Kicking off this program year, is the 2000 Glass Institute: “Revival: The New Phase of Jewish Identity.” Dr. David S. Ariel will explore the emerging patterns of Jewish identity and the implications of this development for Jewish life. In addition, NJCP will be presenting the Jewish Communal Professional of the Year. Please note that this year we are asking NJCP members who attend the Glass Institute for $7 to help defray the cost of dinner. (This event is only open to NJCP members) The evening promises to be informative, motivating and most of all help you feel an increased connection to fellow Jewish communal professionals. Cocktails begin at 5:30 pm. For more information or to register, please call Jill Davidson at 216-382-4000 ext. 207.

This year your membership renewal ($18) can be sent with your Glass Institute response envelope. You should have already received this invitation or will receive it any day. Alternatively, you can send your payment ($18) to: Jill Davidson, c/o Jewish Community Center, 3505 Mayfield Road, Cleveland Heights, OH 44118. Please make sure to include your name, address, place of employment and daytime phone number and/or e-mail address.

Thank you for your commitment to the world of Jewish communal service, we look forward to presenting you with an exciting NJCP slate of events this year, so be sure to renew your membership today!!

B’Shalom,

Susan Freimark
Vice President: Membership

Jill Davidson
President
Jewish Professional Resource Organization
South Florida
C/O GMJF
4200 Biscayne Boulevard
Miami, FL 33137-3279
The Jewish Professional Resource Organization enhances the work of local Jewish communal professionals by:

- Providing the opportunity to nurture relationships
- Assisting with tools to improve professional skills
- Increasing Jewish knowledge by presenting an annual agenda of engaging, interactive and collaborative programs

JPRO is proud to present...

- Regular networking opportunities and informative programs to enhance professional skills and address professional issues
- E-newsletter
- Access to information about national organization meetings and workshops
- Collaboration between community organizations

Please let us know if you have any suggestions for programs or activities. Remember, this is YOUR organization.

Jewish Professional Resource Organization
South Florida

To become a member of JPRO, fill out this membership application form and mail along with your $26* check payable to GMJF-JPRO:
ATTN: Amy Jellison C/O GMJF - 4200 Biscayne Boulevard—Miami, FL 33137-3279

Name: __________________________
Agency/Organization: __________________________
Title: __________________________
Home Address: __________________________
City/State/Zip: __________________________
Business Address: __________________________
City/State/Zip: __________________________
Home Phone: __________________________
Work Phone: __________________________
Fax: __________________________
E-mail: __________________________

I am interested in:
☐ Serving on a committee
☐ Obtaining a mentor
☐ Being a mentor

* all funds collected will be applied towards the direct expenses and programming costs of JPRO
CO-CHAIRS

Mark Rubenstein
Touro Synagogue

Michele Varon
Hadassah

COMMITTEE

Gail Chalew
Jewish News

Sam Dunn
Goldring-Woldenberg
Jewish Community Center-Metairie

Michael Kancher
Shir Chadash

Jody Portnoff
Hillel

Sherri Tarr
Jewish Federation of Greater New Orleans

JPRO - N.O.

Jewish Professionals New Orleans

Where Jewish Professionals Succeed Together
WHAT IS JPRO-N.O.?

Jewish Professionals New Orleans enhances the growth and development of its members as Jewish communal professionals by providing quality professional development programs, networking and social opportunities, collegial support, and recognition of professional achievements.

JPRO-N.O. is affiliated with the Jewish Communal Service Association (JCSA)

As a member of JPRO-N.O. you will be able to:

✧ Network with colleagues from all segments of the Jewish community across agencies and disciplines
✧ Improve your skills through continuing education and professional development
✧ Demonstrate support of colleagues
✧ Confront the issues facing our profession
✧ Engage in critical thinking about the future of the American Jewish community

MEMBERSHIP APPLICATION

To become a member of JPRO-N.O., fill out this membership application form and mail along with your $36* check payable to JPRO-N.O.:

Jewish Professionals New Orleans
C/O Michele Varon
P.O. Box 7821, Metairie, Louisiana 70010

Name ____________________________
Home Address ______________________
City __________________ Zip _______
Home Phone ________________________
Home E-Mail ________________________
Position __________________________
Agency __________________________
Agency Address ______________________
City __________________ Zip _______
Agency Phone ______________________
Agency Fax ________________________
Agency E-Mail ______________________
Preferred Mailing Address:
☐ Home ☐ Office
Preferred E-Mail:
☐ Home ☐ Office

* Membership paid by an organization, agency or synagogue stays with the organization, agency or synagogue and can be transferred to another professional.

For more information, please contact:
Mark Rubenstein 895-4843
execdir@teouro synagogue.com
or
Michele Varon 455-5548
HadassahSE@aol.com
Professional Development Survey – Jewish Non Profit Professionals

Developed by the Denver group.

1) How old are you? *
   - 20-29
   - 30-39
   - 40-49
   - 40-49
   - 50-59
   - 60+

2) What do you view as your highest level of education? *
   - High School/GED
   - Some college
   - College degree
   - Graduate / professional degree

3) Which of the following best describes the type of organization you work at? Check all that apply *
   - Synagogue or Temple
   - Social action/activism/service organization
   - Jewish camp or school
   - Jewish youth or college organization
   - Jewish community organization
   - Other: ____________________________

4) What would you say is your specialty? ____________________________

5) How many employees does your agency have? *
   - 0-5
   - 6-15
   - 16-40
   - 41+

6) How many years have you worked directly in the Jewish community? *
   - Less than one year
   - 1-2 years
   - 3-5 years
   - 5-10 years
   - more than 10 years

7) How many years have you worked for your current organization?*
   - Less than one year
   - 1-2 years
   - 3-5 years
   - 5-10 years
   - more than 10 years

8) How many years have you worked in your current position?*
   - Less than one year
   - 1-2 years
   - 3-5 years
   - 5-10 years
   - more than 10 years

9) Which of the following reflects your current job title or level? Check all that apply. *
   - Rabbi or Cantor
   - Executive Director / CEO (head of organization)
   - Director (upper level management)
   - Manager / Associate Director (middle management)
   - Educator / Teacher
   - Specialist / Coordinator
   - Assistant / Associate / Admin
   - Other: ____________________________

10) How many employees do you supervise or oversee, either directly or indirectly? *
    - None
    - 1-3
    - 4-6
    - 7 or more

(Conditional formatting opens “Management” questions for top 5 choices (Rabbi through Educator/Teacher) and/or anyone who supervises 4 or more. A question later will ask them if they are interested in professional development for themselves also. All others get “Professional” questions)
Management Track questions

1) How much do you currently budget for professional development or higher education, per year, per person, for entry level and lower level professionals in your organization? *
   - $0
   - $1-$99
   - $100-$250
   - $250-$500
   - $500+
   - I don’t know

2) Would you / your organization be willing to devote additional financial resources for quality professional development opportunities for employees? *
   - Yes
   - No
   - I’m not sure

3) How much do you agree with the statement below? *
   - I encourage my staff to take work time for professional development opportunities
   - I think workload is a barrier to attending or implementing professional development skills or opportunities

   Comments: __________________________

4) To what extent would you be interested in participating in the following? *
   - Not at all
   - A little
   - To some extent
   - To a great extent
   - Not sure

   Interacting with professionals in Jewish
   life who are less senior or less advanced in their careers
   - Leading a workshop
   - Being in a formal mentorship program
   - Informal networking
   - Other / comments: __________________________

5) Are you interested in new ongoing professional development opportunities for yourself? *
   - Yes
   - No
   - I’m not sure

(Conditional formatting opens “Professional” questions for anyone who answers Yes)
Professional track questions

1) Have you ever taken professional development courses at any of the following secular organizations? Check all that apply.
   - Colorado Free University
   - Colorado Nonprofit Association
   - Community Resource Center
   - JVA Consulting
   - Young Nonprofit Professionals Network
   - Teaming4Technology (T4T)
   - Mountain States Employers Council
   - I have not taken any professional development courses
   - Other:

2) Has any professional development you have done during the past year included any of the following? Check all that apply.*
   - Conference call or webinar
   - Multi-day conference
   - Seminar / leadership course 6-10 sessions
   - 1 day seminar / course / conference
   - Seminar / leadership course 2-5 sessions
   - Seminar / leadership course more than 10 sessions
   - I haven’t done any professional development in the last year
   - Other:

3) To what extent do you feel prepared to do your job in each of the following areas? If you think a certain area does not apply to your work, select N/A *

<table>
<thead>
<tr>
<th>Area</th>
<th>Not at all prepared</th>
<th>Somewhat prepared</th>
<th>Moderately prepared</th>
<th>Very Prepared</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting and Financial</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervising Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Relations</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Marketing and Public</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relations</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Strategic Planning</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Knowledge of the Jewish</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Community</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Programming / Program</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Event Planning</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of Jewish</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>culture, ritual and practice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and/or content</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engaging the un or under-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>engaged</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
4) In which of the following areas would you like to attend a professional development workshop or seminar in the next year? Check all that apply. *

- Budgeting & Financial Management
- Supervising Others
- Board Relations
- Marketing and Public Relations
- Strategic Planning
- Knowledge of the Jewish Community
- Programming / Program Development
- Event Planning
- Knowledge of Jewish culture, ritual and practices and/or content
- Risk Management
- Fundraising
- Engaging the un or under-engaged
- Social Media
- Other:

5) Three years from now, where would you like to be working?

- In your current position
- In another position in my organization
- Elsewhere in a Jewish non-profit
- Elsewhere in a non-Jewish or non-sectarian non-profit
- In the private sector
- Retired or not working
- Other:

6) Three years from now, where are you most likely to be working?

- In your current position
- In another position in my organization
- Elsewhere in a Jewish non-profit
- Elsewhere in a non-Jewish or non-sectarian non-profit
- In the private sector
- Retired or not working
- Other:

Comments: If you did not answer the same thing for the previous 2 questions, please explain:

7) To what extent would you be interested in having more interactions with the following people? *

<table>
<thead>
<tr>
<th>People in your specialty who work at other Jewish organizations</th>
<th>Not at all</th>
<th>A little</th>
<th>To some extent</th>
<th>To a great extent</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>People in your specialty who work outside of Jewish organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professionals in Jewish life at your level of seniority and responsibility</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Professionals in Jewish life who are more senior or more advanced in their careers</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Professionals in Jewish life from other communities in North America</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9) To what extent would you be interested in any of the following forms of professional development, if cost were no barrier? *

<table>
<thead>
<tr>
<th>Opportunity to take select university courses in specific areas</th>
<th>Not at all</th>
<th>A little</th>
<th>To some extent</th>
<th>To a great extent</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing mentorship by another Jewish professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The opportunity to consult one-on-one with experts in specific fields</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Regular meet-ups with colleagues, featuring experts in specific areas</td>
<td></td>
<td></td>
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<tr>
<td>All-day intensive workshops/seminars</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Ongoing training / leadership / professional development</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Informal Networking</td>
<td></td>
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</tr>
</tbody>
</table>

Comments:

10) How much does your organization pay or budget (annually) for you to do professional development? *

11) What are the barriers to making working in the Jewish community a long-term career? Check all that apply.*

- Salary
- Benefits (retirement, medical, vacation, paid leave)
- Ability to fully participate in Jewish community activities for myself or my family (financially)
- Can't separate professional from personal life
- Lack of career advancement opportunities
- Organizational or community politics
- Inability to affect meaningful change
- Work / life balance (time to spend with my family)
- Don't feel included in mainstream Judaism / Jewish community
- Other: None of the above
12) What drives you in wanting to be a Jewish professional?*

Additional comments or suggestions:

If you'd like to know more about the outcome of this survey / being involved in helping create more opportunities for professional development for Jewish nonprofit professionals, please give us your contact information here: Name: __________________________ Email: __________________________
BY-LAWS
OF
KEHILLAH: Jewish Communal Professional Association of Greater Baltimore

ARTICLE I - NAME

This association shall be known as KEHILLAH: Jewish Communal Professional Association of Greater Baltimore. The business of the association shall be conducted in cooperation with the Baltimore Institute for Jewish Communal Service.

ARTICLE II - PURPOSE

The purpose of this association is to explore issues that affect Jewish communal professionals in the Greater Baltimore area. Its mission is to provide networking opportunities, enhance the status of the field, promote continuing professional education and interagency collaboration, and enhance the quality of Jewish life by:

a. serving as a forum in meetings and publications for the discussion of programs of Jewish communal service and of the application of professional knowledge and skills to service in the Jewish community;

b. promoting good personal and professional standards and practices in Jewish communal service;

c. furthering education and training in professional practice skills, in knowledge of Jewish life and heritage, and in their integration;

d. coordinating and strengthening the efforts of the various professions which comprise Jewish communal service towards common purposes and interdisciplinary efforts;

e. advocating Jewish communal service and promoting its development;

f. representing Jewish communal service in promoting the welfare of the Jewish community and of the society at large; and

g. increasing the capacity and commitment of Jewish communal service personnel to the achievement of our purpose through recruitment, retention and advancement of Jewish communal workers.
ARTICLE III - OFFICERS AND ADMINISTRATION

Section 1

The association shall have a Steering Committee consisting of the Chairperson(s), Vice Chairpersons, Standing Committee Chairs, and designated members-at-large.

Section 2

The officers and other members of the Steering Committee shall be chosen as prescribed in the By-Laws.

Section 3

Staff support for the association shall be provided by the Baltimore Institute for Jewish Communal Service.

Section 4

All organizations or institutions within the Baltimore Jewish community wishing to affiliate with KEHILLA shall have the right to designate a liaison to attend the organization's Steering Committee meetings.

ARTICLE IV - MEMBERSHIP

Section 1

a. Membership is open to men and women who are professionally employed in Jewish communal service organizations and institutions, and whose goals and interests are consistent with the purposes of the association. This shall include, but not be limited to, professional employees of:

1. THE ASSOCIATED: Jewish Community Federation of Baltimore
2. Agencies of THE ASSOCIATED: Jewish Community Federation of Baltimore
3. Jewish educational institutions, synagogue administrators and clergy
4. Other Jewish communal agencies and organizations whose goals and interests are consistent with the purposes of the association.

b. Retired employees of the above agencies or institutions.

c. Students affiliated with the Baltimore Institute for Jewish Communal Service who are preparing for employment in the field of Jewish communal service may become members.
Section 2

A Dues Schedule for members shall be established by the Steering Committee.

Section 3

Members shall be entitled to participate in all activities of the association and to cast one vote at the Annual Meeting or at special meetings for the election of officers.

ARTICLE V - OFFICERS

Section 1

a. Officers shall be the Chairperson(s) and the Vice-Chairs, one or more of whom, at a future date, shall be chosen as Chairperson(s)-Elect.

b. An officer need not have been a member of the Steering Committee at the time of his or her election to office.

c. The Term of an elected officer of the association shall be one (1) year. Chairperson(s) shall serve for no more than two (2) consecutive one year terms. Vice-Chairs shall serve for no more than three (3) consecutive one year terms.

Section 2

The duties of the Chairperson shall be:

a. To set the dates, times and places for meetings of the Steering Committee and act as the chair of the Committee’s meetings.

b. To appoint, in consultation with the members of the Steering Committee, the members and chairperson of all committees unless otherwise specified in the By-Laws.

c. To serve ex-officio as a member of all committees.

d. To deal with such matters as may arise between meetings of the Steering Committee, subject to the provisions of the By-Laws and such procedures as may be adopted by the Steering Committee.

e. To perform such other duties as may be prescribed by the By-Laws.
Section 3

The duties of Vice-Chairs shall be:

  a. To act in the place of the Chairperson during his or her temporary absence.

  b. In the event the Chairperson cannot complete his or her term of office, the Steering
     Committee shall elect one of the Vice-Chairs to fill the unexpired term of office.

Section 4

Officers shall be members in good standing of the association.

ARTICLE VI - STEERING COMMITTEE

Section 1

The Steering Committee shall consist of:

  a. The officers of the association.

  b. The chairpersons of standing committees or special committees during their tenure.

  c. At-large members designated by their agency or organization, or appointed by the
     Chairperson.

  d. The Chairperson, with the approval of the Steering Committee, shall have the power
     to appoint no more than three (3) additional members of the Steering Committee
     who shall serve for a one (1) year term of office. These members may be
     reappointed.

  e. Former Chairpersons of the association shall serve as members-at-large so long as
     they are members in good standing.

  f. The Steering Committee shall be empowered to appoint individuals as honorary life
     members who have exhibited unusual commitment and participation in, and on
     behalf of, the Baltimore Jewish community.
Section 2

The Steering Committee shall:

a. Carry on all business of the association in accordance with the powers and responsibilities vested in it by the By-Laws.

b. Establish ad-hoc committees which may be required to deal with special issues.

c. Establish procedures for the more effective functioning of the association supplementary to, but not in conflict with, the By-Laws.

Section 3

a. The Steering Committee shall endeavor to meet five (5) times a year, at the call of the Chairperson. The final meeting of the year may, at the discretion of the officers, be designated as the Annual Meeting for the election of officers, and other necessary and proper matters pursuant to Article VII of these By-Laws. When convened as the Annual Meeting, the Steering Committee meeting shall be open to all members of the association.

b. The Chairperson shall call a meeting of the Steering Committee at the request of a majority of its members.

Section 4

Between meetings, members of the Steering Committee may act by mail or telephone upon any matter within its purview, whether initiated by the Chairperson or upon request of a majority of its members.

Section 5

A quorum for meetings of the Steering Committee shall consist of one-third of its total membership.

ARTICLE VII - ANNUAL MEETING

Section 1

The regular annual meeting of the association shall be held during the month of May, or as soon thereafter as practicable, and at such time and place as may be determined by the Steering Committee.
Section 2

Notice of the Annual Meeting shall be given to members in good standing at least thirty (30) days prior to the date set for the meeting. The notice shall state the date and place of the meeting, and the business to be conducted, including the slate of officers and Steering Committee members, as provided in Article VIII of the By-laws.

Section 3

The business portion of the Annual Meeting shall consist of the election of officers and members of the Steering Committee. The meeting may also include:

a. recognition of the services of outgoing officers and Steering Committee members

b. an end of year report by the Chairperson

c. the announcement of appointment of committee chairpersons for the new year

d. such other matters as may be necessary and appropriate.

The final order of business shall be the announcement and installation of incoming Steering Committee members and association officers.

ARTICLE VIII - ELECTION OF OFFICERS

Section 1

Ninety (90) days prior to the date of the Annual Meeting, or immediately following the last program event of the year, whichever comes first, the immediate past Chairperson of the association shall serve as the Nominating Committee Chairperson for the forthcoming election. He or she shall appoint a Nominating Committee consisting of a minimum of five (5) additional Steering Committee members and two (2) members-at-large. In the event the immediate past Chairperson is unable to serve, the Chairperson shall appoint a Nominating Committee Chairperson.

Section 2

The Nominating Committee shall immediately solicit suggestions for names of members to be elected as officers and/or members of the Steering Committee through the Association Newsletter or through a special notice mailed to each member.
Section 3

a. Taking into consideration the names suggested by association members, but not necessarily confining their consideration to these names, the Nomination Committee shall draw up a list of members as candidates for election as officers and members of the Steering Committee in accordance with the provision of the By-Laws.

b. The Nominating Committee shall nominate one (1) member for election to any office.

Section 4

The Nominating Committee shall obtain the consent of all members nominated for office.

Section 5

The Chairperson shall notify all members of the association of the date of the Annual Meeting as provided in ARTICLE VII. of the By-Laws. This notification shall be made at least thirty (30) days prior to the date set for the Annual Meeting, and shall include the slate of officers recommended by the Nominating Committee.

Section 6

The election of officers of the association shall take place at the Annual Meeting.

Section 7

a. The Steering Committee shall have the authority to establish procedures concerning the nomination and election of officers in the interest of the more effective functioning of the Association, provided that such procedures do not conflict with the By-Laws.

b. In the event of a vacancy on the Steering Committee or an officer, the Chairperson, with the consent of the Steering Committee, shall have the power to appoint a replacement until the next election.
ARTICLE IX - COMMITTEES

Section 1

There shall be the following committees:

a. Nominating Committee - The Nominating Committee shall function as defined in Article VIII sections 1 through 4.

b. Program Committee - The Program Committee shall function through a sub-committee structure and shall be responsible for planning and implementing all Association programs.

c. Membership Committee - The Membership Committee shall be responsible for recruitment, record keeping and all other matters as they pertain to membership in the Association.

d. and other committees as established by the Chairperson and/or the Steering Committee.

Section 2

a. The Chairperson, in consultation with the Steering Committee, shall appoint the chairpersons of all committees.

b. The Chairperson, in consultation with the committee chairs, shall appoint the members of all committees.

Section 3

All committees shall be responsible to the Steering Committee. Decisions which encumber association funds or pertain to matters of major importance affecting all members of the community, shall be subject to the review and prior approval of the Steering Committee.

ARTICLE X - AMENDMENTS

Section 1

Amendments to the By-Lays may be proposed:

a. by the Steering Committee, or

b. by petition of not less than one-third (1/3) of the members of the Association in good standing.
c. All proposed amendments shall be submitted to the membership, at a special meeting devoted to such purpose and shall require a majority vote of those voting for approval. Thirty (30) days notice of such meeting is required.
JCPSC Membership Form
Welcome to JCPSC- tell us a little about yourself!

Name

First Last

Organization

Position

Membership Type
☐ Student/Retirees/Hiatus
☐ New Professionals (0–3 years)
☐ Professionals (3+ years)
☐ Sustaining Membership

Are you a...
☐ New Member
☐ Renewing Member

Phone Number

###  ###  ####

Preferred Email

Would you be interested in being on the JCPSC Executive Committee?
☐ Yes
☐ No

Would you be interested in mentoring or being mentored by another Jewish professional?
☐ Yes – Be a Mentor
☐ Yes – Be Mentored
☐ No

Tell us a bit about yourself! Are there any aspects of JCPSC that interest you?
Sample J Pro Local Group
Mission Statements

Miami:
▶ Providing the opportunity to nurture relationships
▶ Assisting with tools to improve professional skills
▶ Increasing Jewish knowledge by presenting an annual agenda of engaging, interactive and collaborative programs

JProStl:
JProStl is an association dedicated to supporting professionals working at Jewish organizations in St. Louis. Its mission is to provide training, resources, and networking opportunities in order to strengthen staff members, their organizations, and the community as a whole.

Professionals have developed an unconventional alliance to transform the St. Louis Jewish community. JPro enables a diverse professional community to see their work as bigger than their individual jobs. No matter their age, career path or affiliation, JPro weaves individual passions into the fabric of a vibrant local community.

JCPSC:
The Jewish Communal Professionals of Southern California (JCPSC) organization was formed in 1975. Its goal was to create an interdisciplinary professional community within Jewish communal service in Los Angeles. At the founding, the name was “Southern California Conference of Jewish Communal Service.” This was changed to JCPSC several years later, to better reflect the work of members as professionals in the Jewish community.

JCPSC’s mission today, as in the past, includes continuing education, professional development, mentoring, and networking.

DFI:
The Darrell D. Friedman Institute for Professional Development at the Weinberg Center (DFI) is to provide training and leadership development to communal professionals with their lay partners, serving the greater Baltimore Jewish Community. Informed by Jewish values, DFI cultivates individual growth, thereby strengthening organizations and the community.

AJP-NYC:
Advancing Jewish Professionals of NYC (AJP) is a professional development network for Jewish communal professionals in New York City who are in the first 15 years of their careers.
Selected Readings on Jewish Communal Professionals

Developed by the JPro NJ Local Group

1. **Pirke Avot 2:2**

   Rabban Gamliel, son of R. Judah said, “All who labor for the community should labor with them for Heaven’s sake, for then the merit of the community’s forbearers will sustain them and their beneficence will endure forever. And as for you who labor, I regard you as deriving great reward as though you had accomplished it all on your own.

According to this text, there are a number of groups who are involved in the dynamic of communal work (God, community workers, and the previous generations). How does each of these partners impact the type of work that we do? Can you think of a particular context in which you have felt that your efforts were either blessed by God or impacted by the influence of others? Can you think of a particular context whereby you felt rewarded by the product of your work? What are some of the ways that frustrate us such that we do not feel acknowledged?

2. **Babylonian Talmud Horiot 10a/b**

   Rabban Gamliel made up his mind to place colleagues in positions of communal responsibility. He sent for them and they did not come. He sent for them again and they did respond. He said to them, “You suppose I was offering you a burden but rather think of it as servitude.”

   What is the dynamic at play in this midrash? Are there times when you have felt reluctant to pursue your career? What are the obstacles that we occasionally face? Is our work a burden? How do we transform ourselves to regard our work as true service and not just a daily burden? What are the resources that we can identify which help us move to this new paradigm?

3. **Siddur – Shabbat Morning Prayer**

   May God who blessed our ancestors bless this entire congregation, along with those who unite to establish synagogues, who give funds for heat and light and wine for Havdalah, bread to the wayfarer and charity to the poor; and all who devotedly involve themselves with the needs of this community and the Land of Israel. May god bless them by making all their worthy endeavors prosper.

This blessing, traditionally said on Shabbat reminds us that we need to unite to bring the fullest of blessings to our work. What is the valence of the word “unite?” Do you find it easy to work with others in your field or members of other organizations? Can you recall a professional circumstance whereby uniting with others helped you achieve your goals? What are some of the obstacles that community service workers face when trying to work with others?
4. Passover Haggadah

if He had brought us forth from Egypt, and not inflicted judgement upon the Egyptians, it would have been enough. If He had inflicted Judgement upon the Egyptians and not executed judgement upon their gods, it would have been enough..... If He had divided the sea for us and had not made us pass through on dry land, it would have been enough.

In the spirit of this popular song, the Dayelnu text reminds us that each step is a process to a complete goal. Even when not achieving all of our goals, we need to acknowledge the blessing of each step and say “we did well enough.” What are some of the greatest accomplishments of your professional work? What are some of the ways we can give ourselves the strength to keep doing our work? Can you identify a project or specific goal for this year whereby you would be able to genuinely say, Dayeinu (it was good enough)?
JCPSC Award Nomination Form

AWARDS PRESENTED ANNUALLY BY THE JEWISH COMMUNAL PROFESSIONALS OF SOUTHERN CALIFORNIA

The Career Achievement Award:
First presented in 1985, the Career Achievement Award is the premier award of the Jewish Communal Professionals of Southern California. This award recognizes outstanding achievement and accomplishments by a tenured professional who has served a minimum of ten (10) years in the field. It acknowledges a lifetime of contributions to the organized Jewish Community. The award is funded out of the Jewish Community Foundation and comes with a stipend.

The Alan J. Kassin Award for Outstanding Professional Achievement:
The Outstanding Professional Achievement Award is the oldest of the JCPSC awards, initiated in 1982 and named in memory of our colleague Alan Kassin. It recognizes an individual whose recent (during the previous 1-5 years) professional leadership, creativity and accomplishment have significantly enhanced an agency or expanded a service within an agency. The award is funded out of the Jewish Community Foundation and comes with a stipend.

The Dora and Charles Mesnick Award for Achievement in Senior Adult Programming:
Initiated in 1992, the Dora and Charles Mesnick Award for Achievement in Senior Adult Programming recognize a professional who has initiated or further developed a senior adult program servicing the ever-growing Jewish senior populations of Southern California. The award is funded by the Dora & Charles Mesnick Fund and comes with a stipend.

The Mark Meltzer Young Professional Award:
Sponsored by Mark Meltzer, Executive Director of the Jewish Free Loan of Los Angeles, the Mark Meltzer Young Professional Award (from 2001-2013, the Mark Meltzer New & Innovative Programming Award) acknowledges a young professional — under 45, with a minimum of 10 years in the field — who has made impact in their work in The Jewish Community. It recognizes the creative initiative prevalent in our professional community and comes with a stipend provided by Mr. Meltzer.

The Award for Professional Excellence in Fundraising:
Established in 2003, the Excellence in Fundraising Award recognizes outstanding achievement in the specific field of fundraising. This award is sponsored by the JCPSC and comes with a stipend.

The Bobbi Asimow Award for Professional Mentorship:
Established in 2006 in memory of our colleague, Bobbi Asimow, the Bobbi Asimow Award for Professional Mentorship recognizes an individual who has served as a mentor to other Jewish communal professionals or lay leadership and who has nurtured, effectively supervised, or otherwise served as a model for professionals in the Jewish communal field. In particular, this award recognizes personal mentorship that impacts more than one individual and goes beyond one's job description. The Asimow Award is funded by the Bobbi Asimow Memorial Fund and comes with a stipend.

A list of past recipients can be found on the awards page of the JCPSC website at
Award Being Nominated for *

- The Career Achievement Award
- The Alan J. Kassin Award for Outstanding Professional Achievement
- The Dora and Charles Mesnick Award for Achievement in Senior Adult Programming
- The Mark Meltzer Young Professional Award
- The Award for Professional Excellence in Fundraising
- The Bobbi Asimow Award for Professional Mentorship

Name of Nominee *

E-mail Address

Agency/Organization *

Position of Nominee with Agency/Organization *

Nominator’s Name *

Email Address *

Professional Relationship with Nominee *

Please explain why your nominee is deserving of recognition (200-500 words): *
Jewish Professional Work
More than just a way to make a living

JProStl is the professional association of the St. Louis Jewish community working in partnership with staff at agencies, organizations, congregations, and day schools. JProStl is part of the Professional Excellence Project and all programs are made possible by support from the Blumenson Foundation, a supporting foundation of the Jewish Federation of St. Louis. JProStl is affiliated nationally with JECNA, the Jewish Communal Association of North America.

JCSA
Jewish Federation of St. Louis
www.jewishstlouis.org