

# BUILDING THE GLOBAL JCC MOVEMENT

JCC GLOBAL EVALUATION REPORT FOR 2019-2024  
STRATEGIC RECOMMENDATIONS FOR 2025-2029 &

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***“We need JCC Global because of the Global! No other organization has this added value. Anyone who wishes to collaborate with another Jewish Community Center around the world has to engage with the organization. You cannot do it without JCC Global.”***

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JCC  GLOBAL

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# JCC GLOBAL STRATEGIC PLAN 2025-2029

Jewish Community Centers (JCCs), in their many forms around the world, are dedicated to the common purpose of Jewish continuity. Through educational, cultural, social and recreational activities, services and programs, they build Jewish communal life and provide Jewish educational experiences for individuals of all ages and orientations. Established in 1977, JCC Global is the global network of more than 1000 Jewish Community Centers (JCCs) from around the world that are represented through regional and continental JCC networks and global organizations serving JCCs. These include: JCC Association of North America, Israel Association of Community Centers, Israel Federation of Community Centers, JDC, Maccabi World Union, Confederation of Latin American Maccabi Clubs, CDI Mexico, European Association of Community Centers, Jewish Care, UK, ZWST, Germany and FSJU, France.

This strategic planning project reviews the JCC Global Vision Statement and the organization’s accomplishments to date and recommends pathways for development over the next five years to JCC Global’s Board and other stakeholders.

## JCC Global Vision and Mission

### Vision

- JCC Global envisions a world where Jewish communities thrive locally and connect globally in order to foster a sense of belonging among a diverse and intertwined tapestry of people.

### Mission

- JCC Global creates a network of interwoven communities that strengthens Jewish Peoplehood by training local leaders to think and connect globally and by cultivating meaningful partnerships around the world.

## STRATEGIC PLANNING PROCESS

Research Success Technologies Ltd. has conducted the evaluation of JCC Global initiatives and conferences since 2007, including the World Conferences, the Tri-Center project, and the Amitim model, and the last JCC Global strategic planning process in 2018. This strategic planning process builds upon the insights gained from past evaluation work and current research, which includes:

**Input and Feedback:** Intensive input and feedback discussion between the research team and JCC Global Staff and Lay Leadership – Smadar Bar Akiva, Noa Tal, Menachem Revivi.

**Survey:** An Internet survey of JCC leaders including a JCC executive directors, lay leaders, staff, representatives of affiliated organizations, and donors to which 269 responded.

Exhibit 1. Which of the following describes you? Select all that apply

	%
I work or volunteer for a Jewish Community Center	49%
I am a board member of JCC Global	9%
I represent an organization affiliated with JCC Global	22%
I am a JCC Global donor/sponsor	5%
None of the above	28%
<b>Total</b>	<b>100%</b>

Exhibit 2. What is your role at your JCC?

	%
Executive Director	28%
Staff member (not the director)	27%
Board member	19%
Volunteer and/or lay leader (do not sit on the board)	11%
Member	2%
Other	12%
<b>Total</b>	<b>100%</b>

**Interviews:** Five interviews were conducted with executives from partnering JCCs around the world:

Name	Position
Liat Blecher	Northern District Deputy Director, Israel Association of Community Centers
Vadim Farber	Executive Director, JCC Solomonika Ukraine
Marcell Kenesei	Executive Director, JCC Budapest Hungary
Gabriel Lasry	Vice Director, Lamrot Hakol JCC Buenos Aires Argentina
Todd Rockoff	President & CEO, Tucson JCC USA

## EXECUTIVE SUMMARY

The goal of developing the JCC Global Strategic Plan for 2025-2029 is to enhance Jewish Peoplehood, global connectivity between Jewish Community Centers (JCCs), and strengthen local community by fostering robust networks among JCC leaders and their communities. The organization's nimble structure stands out within its comprehensive global network and strong partnerships, allowing it to be agile, adaptive, and effectively responsive to rapid changes and emergencies worldwide. The strategic planning recommendations focus on three areas the survey data and interviews show as JCC Global's unique added value to the global JCC Movement: 1) Developing global leadership, 2) strengthening the resilience of local JCC communities, and 3) enhancing the capacity of local JCC communities via global connections.

1. **Developing Global Jewish Leadership:** JCC Global aims to strengthen the global JCC movement and local JCCs by facilitating meaningful relationships among JCC leaders through international conferences, leadership circles, and networking initiatives. These platforms offer professional development, inspire a sense of global Jewish belonging, and encourage cross-community collaboration. Participants benefit from sharing best practices and forming lasting professional and personal ties, which enrich their capacity to lead their communities with a broader, interconnected perspective.
2. **Enhancing Local Capacity through Global Connections:** Through JCC Global initiatives JCC professionals and leaders participate in shared peer learning and professional development. The resulting insights and resources bring global wisdom to enrich their local settings, empowering leaders to develop innovative programs that enrich their communities. Programs like the Amitim-Fellows model - JCC Global's flagship leadership network—support capacity-building and global partnerships, connecting JCCs from different countries to tackle shared challenges.
3. **Strengthening Community Resilience:** By supporting local JCCs, especially during crises, JCC Global fosters resilience within Jewish communities. The network offers resources, knowledge, and partnerships that enable JCCs to respond effectively to emergencies, such as antisemitic incidents, pandemics, or geopolitical conflicts. Additionally, shared peoplehood experiences of commemoration and celebration, and emergency response initiatives strengthen the bonds among JCCs, creating a safety net and support system for Jewish communities worldwide.

To implement its mission, JCC Global is developing a **Five-Year Plan** based on a structured “**Flow of Engagement,**” guiding participants through progressive levels of involvement. The plan's three stages—Exposure, Connection, and Leading—create a natural pathway from initial participation to full engagement, allowing JCC leaders and community members to progressively deepen their ties within the global JCC network. This flow encourages participants to start with introductory “light-touch” programs that spark interest, then proceed to programs fostering ongoing cross-community relationships, and eventually engage in leadership roles within the network.

1. **Exposure:** Low intensity programs spark initial interest in global Jewish Peoplehood, exposing participants to the JCC Global mission through in-person and virtual events. The JCC Global Strategic Plan aims to reach at least 100 JCCs annually and proactively engaging 50 centers each year to deepen their involvement in the global network.
2. **Relationships:** Moderate intensity programs deepen involvement by fostering personal and professional relationships across the JCC network, enabling JCCs to achieve excellence and active engagement in Jewish Peoplehood programming. This strategic plan includes hosting two intensive four-day retreats for 100 participants from 30 JCCs, providing immersive experiences in leadership development and global collaboration. Additionally, JCC Global plans to connect at least 50 JCCs each year through global celebration and commemoration events, creating opportunities for shared experiences across diverse Jewish communities. In support of ongoing professional development and connectivity, Dr Mark Ramer JCC Global Hubs will engage a minimum of 200 participants annually in specialized programs. The organization is also committed to preparing for emergency response situations, utilizing established best practices to support JCCs facing crises.
3. **Leading:** High intensity programs develop leadership capabilities, where participants lead initiatives within their centers, reinforcing the global JCC network's mission. For this purpose, JCC Global intends to reach a cumulative total of 6,000 participants across 30 JCCs over the next five years, promoting meaningful, long-term global projects that strengthen Jewish Peoplehood and resilience in local communities.

## UNIQUE ADDED VALUE OF JCC GLOBAL

An analysis of the interviews and survey response shows the unique added value of JCC Global to the JCC movement in three areas: 1) Developing global leadership, 2) strengthening the resilience of local JCC communities, and 3) enhancing the capacity of local JCC communities via global connections.

### 1. Developing global Jewish leadership by connecting JCC leaders in a meaningful way

- JCC Global connects JCCs across the world, building a network for shared learning and mutual support to strengthen Jewish Peoplehood.

### 2. Enhancing the capacity of local JCC community via global connections, best practices, and shared learning

- The connection to JCC Global enables JCC leaders to integrate the concept of Jewish Peoplehood into the heart of their JCCs, enriching their community through shared global Jewish values and cultural heritage, while facilitating professional growth among partners.

### 3. Strengthening the resilience of local Jewish communities via support of global JCCs

- JCC Global serves as a vital source of support for local JCCs, especially during times of crisis, with a focus on JCCs supporting one another.

## AREA I: DEVELOPING GLOBAL JEWISH LEADERSHIP BY CONNECTING JCC LEADERS IN A MEANINGFUL WAY


JCC Global connects JCCs worldwide, fostering a network for shared learning, mutual support, and strengthening Jewish Peoplehood. Through international conferences, encounters, leadership circles, and ongoing networking, JCC Global inspires a sense of global belonging, supports professional development, and builds lasting relationships, enabling JCC leaders to serve their communities with a broader, interconnected Peoplehood perspective.



**Goal: Connects JCCs across the world to one another**


**Peer Connections:** Building a network for shared learning and mutual support to strengthen Jewish Peoplehood.

**Global Network:** Enable local JCC leadership worldwide to establish meaningful connections to the global movement and the Jewish People.



**Programming Areas**

- International conferences
- Mifgashim (encounters)
- Leadership circles of Amitim fellows
- Ongoing networking growing out of and nurtured from connections made through JCC Global programming



**Outcomes**

- Inspiration** from feeling part of something larger, with access to shared resources and knowledge.
- Professional development** - collaborate, learn from one another, and share best practices enhancing ability to lead one's local communities with a broader perspective on global Jewish peoplehood.
- Lasting relationships** between JCCs, resulting in a continuous flow of ideas, solutions, and support that enhances each JCC's ability to serve its community effectively.
- Leadership:** Nurture and expand the dedicated core of JCC leaders committed to the global JCC movement.

JCC Directors describe the benefits of peer connections and a global network:

Jewish Inspiration	}	<ul style="list-style-type: none"> <li>• “When I meet JCC Directors from other parts of the world in a Mifgash... the collaborative conversations leave me feeling inspired.”</li> </ul>
Ongoing Relationships	}	<ul style="list-style-type: none"> <li>• “The connections between us needs to be ongoing... not a one-time thing.”</li> <li>• “It’s not about any particular project; it’s about creating relationships. The project isn’t the outcome, the relationships are.”</li> </ul>
Understanding Global Jewry	}	<ul style="list-style-type: none"> <li>• “Thanks to JCC Global, I now have a much better understanding of the cultural diversity of Jewish life around the world.”</li> </ul>
Educating about Global Jewry	}	<ul style="list-style-type: none"> <li>• “I consider myself a primary circle of JCC Global's clients... As a result I know how to best deliver information about global Jewry to my community.”</li> </ul>

## AREA 2: ENHANCING THE CAPACITY OF LOCAL JCC COMMUNITY VIA GLOBAL CONNECTIONS, BEST PRACTICES, AND SHARED LEARNING

JCC Global’s programs and initiatives bring global experiences into local contexts thereby facilitating innovation, professional growth, and empowerment of local leadership to create vibrant Jewish community.



### Goal: Local Experience of Peoplehood

JCC Global integrates the concept of Jewish Peoplehood into the heart of local JCCs, enriching them through shared values and cultural heritage, fostering a deeper sense of Jewish collective belonging.



### Programming:

**Amitim Fellows Model:** Long term partnerships between JCCs around team learning and collaborative projects.

**Online courses** targeted to JCC professionals and lay leaders, via the Dr. Mark Ramer JCC Global Hubs

- Leadership and professional development
- Capacity building
- Cross-community exchanges of ideas.



### Outcomes

**Innovation** inspired by sharing and adopting creative solutions to common challenges

**Empowerment:** By equipping community leaders and professionals with enhanced skills, knowledge, and global perspectives, these programs empower local JCCs to implement effective and sustainable initiatives that address their unique needs and aspirations.

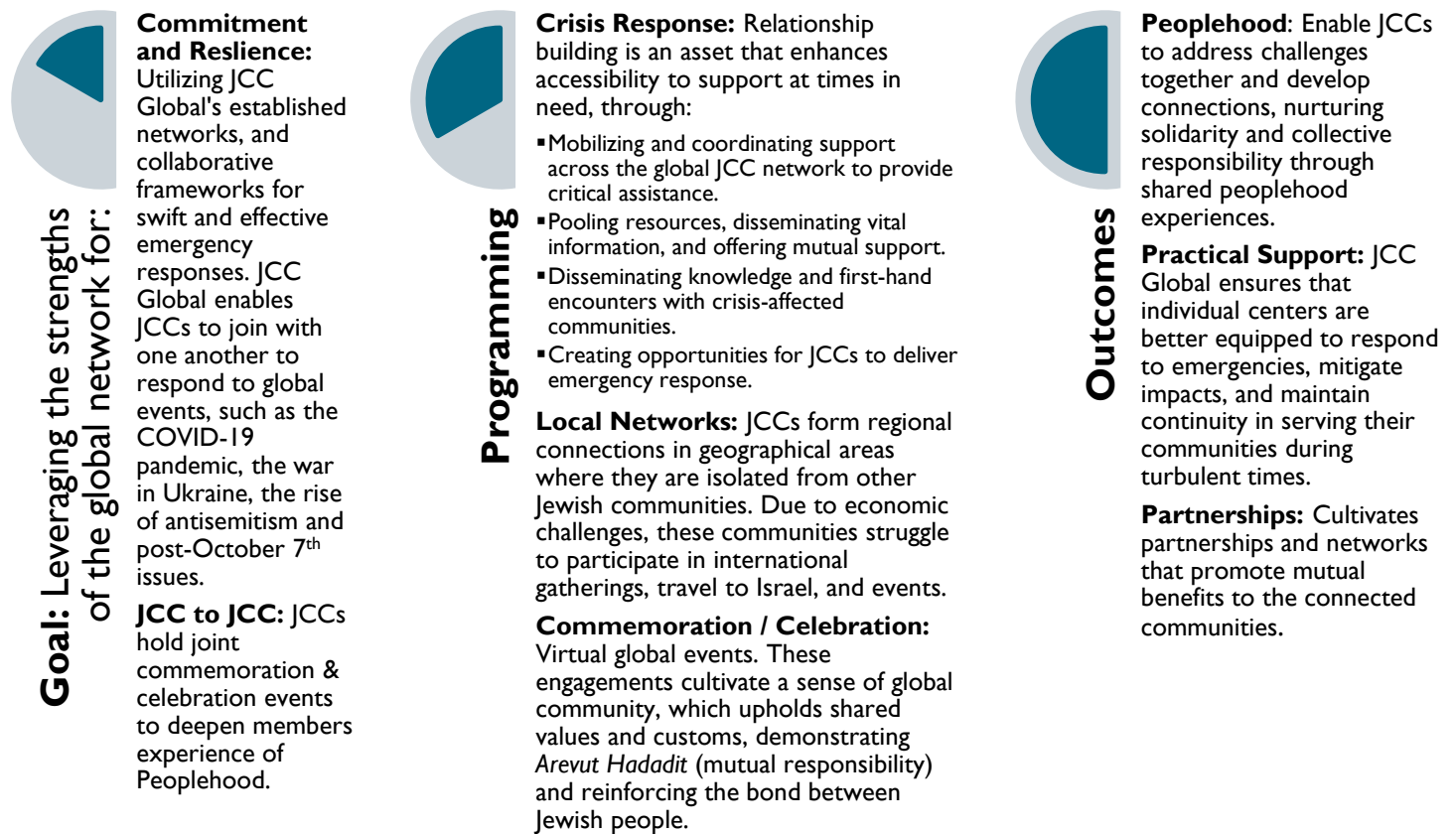
**Vibrant Community:** This ongoing investment in community development ensures that JCCs remain vibrant, responsive, and integral to the well-being and growth of the communities they serve.

JCC Directors describe the benefits of the global movement for their local communities.

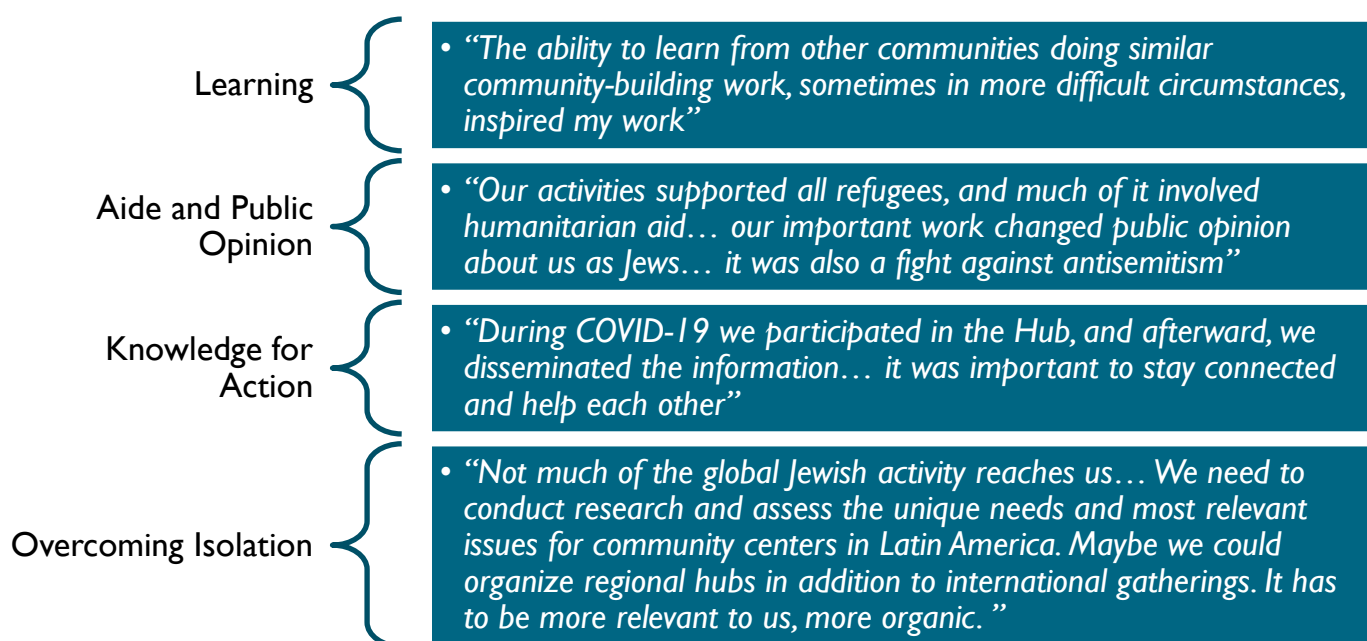


## AREA 3: STRENGTHENING THE RESILIENCE OF LOCAL JEWISH COMMUNITIES VIA SUPPORT OF GLOBAL JCCS AND JEWISH PEOPLEHOOD

JCC Global strengthens resilience and Peoplehood through 1) network support for local JCCs, especially during times of crisis, and 2) shared moments of commemoration and/or celebration.



JCC Directors describe the way their participation in JCC Global enhances their ability to access resources, knowledge, and partnerships to respond to wars, pandemic, antisemitism, and isolation.





## UNIQUE ADDED VALUE

Exhibit 2: JCC Global's strategic plan seeks to develop benefits for JCCs - their staff, lay leaders and members - that are the outcome of belonging to the global JCC movement. The following are a list of potential benefits from contact with the JCC Global movement. Which are most relevant for your professional or volunteer work at your JCC? Select the four which are most relevant to you.

Area 1: Developing global Jewish leadership by connecting JCC leaders in a meaningful way	<b>Cultivating Jewish Peoplehood:</b> Foster a sense of global Jewish community, connecting individuals through shared values and experiences.	64%
	<b>Inspiration and Meaning:</b> The feeling of being part of a global movement, with the ability to engage in discussions and activities that tackle significant questions and issues about global Jewry.	36%
Area 2: Enhancing the Capacity of local JCC community VIA global connections and best practices	<b>Innovative Program Development:</b> Gain access to new ideas and resources, learn from best practices of other JCCs, for developing innovative programs, enriching offerings and engaging members in meaningful ways.	42%
	<b>Matchmaking for JCC-to-JCC Collaborations:</b> Facilitate meaningful partnerships, connecting members, staff, and lay leaders with Jews worldwide.	33%
	<b>Understanding the Role of Israel in Global Jewry:</b> Deepening your JCC members' understanding of Israel's significance to being Jewish today.	29%
	<b>Professional Development:</b> Enhance skills through JCC Global training and resources.	27%
	<b>Organizational Development:</b> Use JCC Global as a tool for staff and board development, accessing training and support to enhance organizational effectiveness and sustainability.	23%
Area 3: Strengthening the resilience of local Jewish communities via support of global JCCs and Jewish Peoplehood	<b>Community Outreach:</b> Utilize the global network to reach out to new members and diverse populations, expanding the reach and impact of local JCCs.	16%
	<b>Global Networking and Connections:</b> Developing professional and personal relationships with Jews around the world, fostering a sense of interconnectedness and mutual support within the JCC global movement.	44%
	<b>Supporting JCC's in Emergency Situations:</b> Join with other JCCs to support those affected by emergencies like the Ukraine and post-October 7 <sup>th</sup> events.	19%
	<b>Regional Community Engagement:</b> Engage with other JCC communities in your region.	19%
	<b>Strengthening Local Connections:</b> Strengthen ties to local JCCs through global connections.	16%
<b>Total</b>		<b>100%</b>

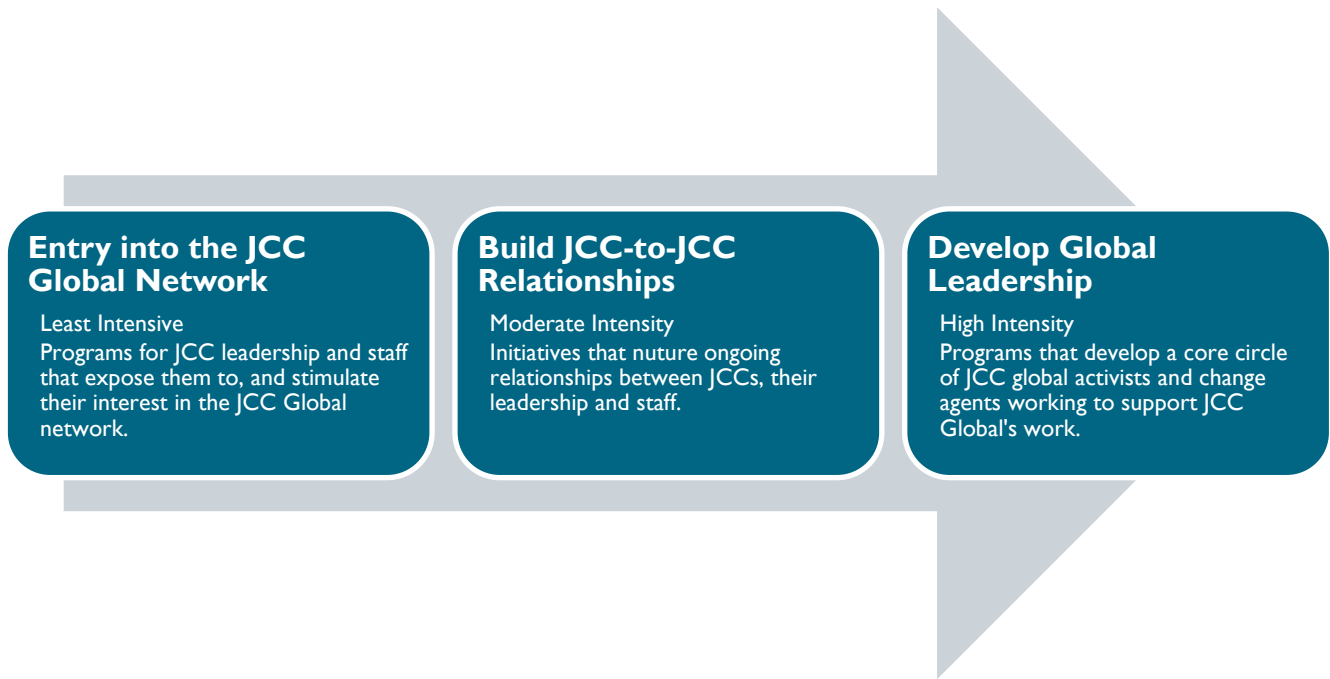
## PROGRAM AREAS

Exhibit 3. The following are ways in which you might choose to interact with the Global JCC movement through JCC Global's programming. For each, please read the short description and then indicate if this is an offering that is relevant for your JCC related work.

	Very relevant for me	Somewhat relevant	Not relevant	Total
<b>JCC to JCC partnerships:</b> Develop a meaningful relationship with another JCC around the world	59%	30%	11%	100%
<b>Face to Face conferences and seminars:</b> Meet global peers by attending, in person, regional or global gatherings	56%	36%	7%	100%
<b>Networking:</b> Utilize the JCC Global movement for networking opportunities	53%	38%	9%	100%
<b>Emergency Response:</b> Participate in an emergency response project for JCC communities in times of emergency, to receive or provide support	52%	34%	13%	100%
<b>JCC Global Hubs:</b> Cohort-based online courses with global JCC peers for human resource development and capacity building	37%	41%	23%	100%
<b>Mentorship:</b> Receive mentoring from an expert in the field	36%	35%	29%	100%
<b>Commemoration &amp; Celebration Events:</b> Connect with another JCC for an online joint program	26%	45%	29%	100%

# JCC GLOBAL FLOW OF ENGAGEMENT

JCC Global’s program offerings are designed to create a flow of engagement, ranging from introductory involvement to deeper, more intensive commitments.



A JCC DIRECTOR  
*“The relationships that are created are not a one-time thing, they are ongoing and this creates a sense of mutual responsibility over time.”*

The spectrum of engagement begins with light-touch programming, which allows participants to get acquainted with JCC Global and its broader mission. As participants progress, they engage in more intensive, relationship-building programs, eventually reaching opportunities focused on developing leadership skills within the network. This intentional design ensures that individuals and communities can engage at a level that suits their needs, with pathways available for deeper involvement over time.

**Step One: Exposure** – JCCs whose leadership's curiosity is piqued and want to learn more. Individuals are first introduced to JCC Global through events, specific programs, and global conferences. Initial exposure often sparks curiosity and interest, leading to further opportunities for involvement.

**Step Two: Connected** – JCCs who are actively pursuing a global agenda, JCCs who are engaged with Peoplehood programming, including nurturing a connection between their JCC and other JCCs worldwide. As individuals and local JCCs participate in global programs, they begin to form personal and cross-communal connections with peers from other Jewish communities around the world. These relationships often transcend professional ties and become deeply personal, fostering a sense of belonging to the global Jewish people.

**Step Three: Leading** – JCCs who have put Jewish Peoplehood agenda in their mission and engage in various Peoplehood programs. These JCCs are active and visible in the JCC Global Network. They advance the JCC Global network and promote a Global Jewish Peoplehood agenda by sharing knowledge, experience, programming and best practices.

## STEP ONE: EXPOSURE

### Role of light touch programming to expose large numbers to JCC Global Movement

Light-touch programming plays a crucial role in exposing large numbers of JCC professionals and members to the JCC Global movement. These programs are designed to be easily accessible, requiring minimal time and commitment while offering engaging content and experiences. Examples include virtual events, webinars, and collaborative projects that introduce participants to the global network without requiring a long-term commitment. These initiatives create awareness of JCC Global, foster initial interest, and serve as the starting point for further engagement, helping to expand the reach of JCC Global to new participants.

#### Exposure

- *“I read the newsletter Smadar and Noa send, it helps. I learn about what is happening in the Jewish world. They publish very important information”*
- *“One of the purposes was to expose me and our JCC to other JCCs in the US. Based on that, a lot of connections were building up. And second, I learned so many great things through speakers and workshops, engagements, and actual practical useful stuff that i could bring back home”*
- *“My first participation in a JCC Global conference opened up a new world of connections for me... I was exposed to what is happening in other communities around the world”*

#### Connections

- *“My Chair has always encouraged me to participate in international events and form global relationships so we can grow out of our local bubble. JCC Global allows me to participate in a Jewish world that is much bigger than what we know locally. We get involved, we learn, we get inspired by others”*
- *“A week after the war broke out, Smadar organized a zoom conference where I was able to share our situation with the Jewish world”*

#### Entry into Leadership

- *“I am an example to the way exposure and acquaintance lead to a whole awareness of what’s going on around me. I learned how broad and rich global Jewish life is”*

## STEP TWO: CONNECTION

### The Dr. Mark Ramer JCC Global Hubs for Connecting JCC Professionals to One Another

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The enduring relationships formed through JCC Global platform are central to the mission of strengthening Jewish peoplehood and cultivating meaningful global partnerships. The connections formed through JCC Global do not end with a single event, but rather ongoing relationships are encouraged and sustained through follow-up meetings, collaborative programs, and regular communications.

#### JCC GLOBAL HUBS

**Diverse Opportunities for Connection:** The Dr. Mark Ramer JCC Global Hubs serve as dynamic platforms for connecting JCC professionals and members with the broader global Jewish community. Since 2020, these online hubs have covered diverse topics, including arts and culture, resource development, and advancing the work of staff members who work with seniors and teens and more. By bringing together participants from numerous countries and cities, the hubs facilitate rich exchanges of knowledge, experiences, and best practices, enhancing professional development of participants and their engagement with global Jewish life.

**Accessible and Short Term:** The Hubs also play a crucial role in expanding the reach of the JCC Global movement by providing accessible, short-term programming. This allows professionals from a wide variety of backgrounds to engage with the global network, sparking initial connections that may grow into deeper relationships. Since their inception in 2020, the Hubs have engaged 861 participants from 53 countries and 182 cities, making them an essential tool for professional development and global networking within the JCC community.

#### FOLLOW-UP

Consistent follow-up after Hub sessions is vital for maintaining engagement and encouraging ongoing participation. These follow-ups help sustain connections, provide additional support, and extend the benefits of the programs beyond initial interactions. By nurturing these relationships, JCC Global ensures that participants remain active contributors to the global network, while helping embed the global Jewish Peoplehood perspective into their daily work and community life.

*“Out of relationships comes understanding, care, and concern. Out of relationships comes the ability to see that the Jewish world is one, not just a bunch of different islands”*

*“The more I participate in JCC Global activities, the more aware I am, and the more connected I feel”*

*“The connection is personal, not just professional... when you meet people from different places, you learn about yourself and the Jewish world”*

## STEP THREE: LEADING

### JCC Partnerships (Amitim Model) for Leadership Development

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As relationships and connections deepen, partners at JCC Global grow committed to the global mission and become active contributors to its fulfillment. Participants may consistently engage in networking opportunities and professional growth through multiple events and maintain long-term relationships with international JCCs. They may be active as mentors to other JCC leaders, become Amitim Fellows, JCC Global board members, organizers or hosts of events and conferences. Leaders' involvement with JCC Global may regularly participate in global Jewish events, engage in ongoing consultation and networking which recognize and take advantage of the global partnership platform, they may be invested in continuous formal and informal relationship-building activity, contribute to professional development activities, and sustain collaborations whether through the Amitim model or other JCC Global initiatives.

The JCC Global partnership program “**Amitim-Fellows: A Global Leadership Network**” model has been pivotal in fostering meaningful connections between JCCs across different countries. Launched in 2013, Amitim has brought together JCC fellows for intensive, face-to-face summits, where they collaborate on joint projects focusing on topics such as teen leadership, women's empowerment, and inclusion of individuals with special needs. These collaborations not only strengthen local programs but also build enduring global partnerships. In the span of six years through 2020, Amitim-Fellows engaged more than 15,000 participants in 22 global projects connecting 65 JCCs in 15 countries.

The Amitim-Fellows model provided an intensive, immersive experience for JCC leaders, equipping them with the skills and perspectives necessary to lead their communities effectively while maintaining strong ties to broader Jewish Peoplehood. By fostering leadership development within a global context, Amitim helps cultivate leaders who are prepared to navigate both local and global challenges while contributing to a shared vision of a connected Jewish community. The collaborative environment of JCC Global fosters a cycle of learning and leadership growth, such as in the following testimony:

*“When I was a youth director, I participated in the Tri-Center project, which was the pre-Amitim program. I continued my relationship with Smadar, as I grew into my current position. I participated in international conferences in the US and in Israel, and also became an Amitim Fellow with Greece, London, NY, Boston... Staff and lay leaders from my JCC participated in the Hubs, and I even presented at one of them... My relationship with JCC Global is ongoing and cooperative.”*

Based on the Amitim model, a new JCC Global partnerships flagship program “**JCC Global-from Good to Great**” is bringing all the three JCC Global areas of operation together. This three-year program, made possible thanks to a grant from the Jewish Federations of North America, is designed to enhance the capacity and sustainability of JCCs in Ukraine, which have been impacted by the war. By leveraging the successful Amitim-Fellows model, the program will facilitate global collaborations with partner JCCs worldwide. This initiative aims to reinforce Jewish Peoplehood concepts and practice, embodying the value of “All of Israel are Responsible for One Another.”

*“JCC Global gave me the opportunity to connect with other leaders from around the world and build deep relationships.”*

*“I’m a member of the JCC Global family.”*

*“We aspire to be a partner, be a leader in the way we look at global Jewish peoplehood... We’d like to be a collaborator and we’d like to be a leader and a teacher.”*

*“I always call Smadar to consult and ask for information. For example, when I organize a special event for my leadership, or when we travel to other places in the world. She helps me with networking, and I like to host here anyone she sends our way.”*

# Flow of Engagement

Program Content and Participants	Exposure to JCC Global Movement		Peer Learning and Connecting to Colleagues		Leadership Development / Intensive Partnerships
	Onboarding and Cultivation Meetings	Conferences, delegations, and global commemoration & celebration events	The Dr Mark Ramer JCC Global Hubs & Global Community development	Emergency Response	JCC Global partnerships program (“Amitim fellows: a Global Leadership Network”, and “From Good to Great”)
	<p><b>Program Content and Participants</b></p> <ul style="list-style-type: none"> <li>JCC Focused</li> <li>Global</li> <li>Strengthening Connections</li> <li>Strengthening the value/benefit of Jewish Peoplehood</li> </ul>	<p><b>Target Audience</b></p> <ul style="list-style-type: none"> <li>New JCC Directors and/or those already active that need cultivating.</li> <li>JCC lay leaders or professional leadership of a JCC currently not active in the global network or that needs cultivating.</li> </ul> <p><b>Activity</b></p> <ul style="list-style-type: none"> <li>Bringing a JCC into the JCC Global programming ecosystem.</li> <li>Discussing benefits of the connection.</li> <li>JCC’s leadership understands they can contribute from their knowledge and expertise to others.</li> </ul> <p><b>Measure of Success</b></p> <ul style="list-style-type: none"> <li>Initial enthusiasm</li> <li>Want to participate in JCC programs and offerings.</li> <li>Want to contribute, as well as participate.</li> </ul>	<p>Introduce participants to the values, objectives, and opportunities within the global network. This early engagement sparks interest and awareness, encouraging individuals and centers to explore deeper involvement and take advantage of the diverse resources and connections available through JCC Global.</p> <p><b>Target Audience</b></p> <ul style="list-style-type: none"> <li>New JCC Directors and/or those already active that need cultivating.</li> <li>JCC lay leaders or professional leadership of a JCC currently not active in the global network or that needs cultivating.</li> </ul> <p><b>Activity</b></p> <ul style="list-style-type: none"> <li>JCC Directors join JCC Global conferences and delegations to conferences taking place by JCC Global affiliate organizations.</li> <li>JCC lay/professionals join JCC Global online events, where JCC Global is partnering them with another JCC from around the world, designing and facilitating their online joint program.</li> </ul> <p><b>Measure of Success</b></p> <ul style="list-style-type: none"> <li>Want to participate in JCC programs and offerings.</li> <li>Want to continue the relationship with the partner JCC with whom they were having the global commemorations &amp; celebrations</li> </ul>	<p>The Dr Mark Ramer JCC Global Hubs serve as consistent and versatile platforms for engagement, learning, and collaboration. They offer flexible entry points for new participants and sustained opportunities for ongoing development and connection for those further along in their engagement with JCC Global. The continuous operation of hubs across various topics and service areas ensures that JCC professionals have regular access to resources, support, and collaborative opportunities that enhance their work and reinforce their connection to the global community.</p> <p><b>Target Audience</b></p> <p>Each Hub targets different JCC professionals in specific roles, and/or JCC Directors or lay leaders, and serves as an entry point for new JCCs and JCCs who are familiar with JCC Global.</p> <p><b>Activity</b></p> <ul style="list-style-type: none"> <li>The Hubs are cohort-based online courses for human resource development and capacity building for JCCs all over the world.</li> </ul> <p><b>Measure of Success</b></p> <ul style="list-style-type: none"> <li>JCC whose staff/lay leaders participated in JCC Global Hub, signs up more of their people to more Hubs</li> <li>JCC who participate would like to take part in more JCC Global offerings.</li> </ul>	<p><b>Target Audience</b></p> <ul style="list-style-type: none"> <li>JCCs undergoing severe crises (for example, COVID, wars, political unrest etc.)</li> </ul> <p><b>Activity</b></p> <ul style="list-style-type: none"> <li>Convening the senior leadership of the JCCs in the region of emergency via Zoom for ad-hoc meetings and also online courses that support their needs</li> <li>Fundraising and providing financial support, to support short term and long term response (providing welfare and humanitarian aid, educational and recreational programs under fire, and also providing psychological help)</li> <li>Connecting JCCs from around the world with their peers for moral and actual support through JCC Global.</li> </ul> <p><b>Measure of Success</b></p> <ul style="list-style-type: none"> <li>Participation rate in JCC Global emergency zoom calls</li> <li>JCCs support JCCs in need</li> <li>JCCs in need express the value of global connections to their resiliency efforts</li> </ul>

<p><b>JCC Global Staff's Unique Added Value</b></p> <ul style="list-style-type: none"> <li>• Access to the global network of JCCs</li> <li>• Personal connections with JCC leaders from around the world</li> <li>• Cultural antennas</li> <li>• Expertise in leading global projects</li> <li>• Focus on, and commitment to Peoplehood</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce the language of Jewish Peoplehood in a JCC's local language.</li> <li>• Put the JCC Global Movement on a JCC leadership's radar.</li> <li>• Provide information on JCCs around the world that is relevant and of interest to the JCCs.</li> <li>• Enable a JCC to connect its current work to areas of global JCC concern and interest.</li> <li>• Expose the JCC to their colleagues from other JCCs.</li> <li>• Focus on what the JCC can contribute to the global JCC network.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce the language of Jewish Peoplehood in a JCC's local language.</li> <li>• Put the JCC Global Movement on a JCC's leadership radar.</li> <li>• Providing information on JCCs around the world that is of interest and relevance to the JCC's concerns.</li> <li>• Enable a JCC to connect its current work to areas of global JCC concern and interest.</li> <li>• Expose the JCC to their colleagues from other JCCs.</li> <li>• Focus on what the JCC can contribute to the global JCC network.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing speakers and insights from JCCs around the world</li> <li>• Bringing the local JCC to the global table, facilitating global group discussions.</li> <li>• Putting a special spotlight on JCC professionalism</li> <li>• Making a space for a global professional forum, that does not exist anywhere else</li> <li>• Providing a space for regional forums that do not exist elsewhere (for Ukrainian JCC directors, for Jewish organizations from across former Yugoslavia countries)</li> </ul>	<ul style="list-style-type: none"> <li>• Being able to support the people on the ground through the JCCs who work directly with their communities</li> </ul>	<ul style="list-style-type: none"> <li>• JCC Global partners each JCC with two other JCCs from around the world, and facilitates the communication, provides translation when needed, handles cultural gaps, providing a fruitful foundation to build partnerships programs,</li> </ul>
<p><b>Five-Year Plan</b></p>	<ul style="list-style-type: none"> <li>• A minimum of 100 JCCs reached each year.</li> <li>• Proactive cultivation of at least 50 JCCs each year.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate two intensive, four-day joint retreats for participants from 30 JCCs. a total of 100 participants in each conference.</li> <li>• 50 JCCs participating in global commemoration and celebration events, reaching at least 5000 participants each year.</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 200 participants in the Dr Mark Ramer JCC Global Hubs each year.</li> </ul>	<ul style="list-style-type: none"> <li>• Be prepared to address emergency situations that may arise based on past best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage at least 6,000 participants across 30 JCCs in meaningful, long-term global projects.</li> </ul>

## FIVE YEAR PLAN

We recommend in the next five years JCC Global expand and deepen its impact through a series of strategic initiatives and measurable benchmarks, organized by the Flow of Engagement.

### STEP ONE: EXPOSURE

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**Engagement Expansion:** Engage at least 6,000 participants across 30 JCCs in meaningful, long-term global projects. This goal reflects a conservative estimate of each participating JCC reaching approximately 200 individuals through various collaborative initiatives and programs. The organization should be positioned as the critical link for collaboration among Jewish communities worldwide, expand its reach, and strengthens its role as a connector of Jewish life on a global scale:

*“The relationships that are built, in spite of language differences and life differences, those collaborative conversations inspire our work, and I’m hopeful that what they hear from us inspires their work.”*

**Cultural Connectivity:** Engage at least 50 JCCs annually in coordinated online commemoration and celebration events, fostering a shared sense of tradition and community across diverse geographic locations. This will introduce new participants to JCC Global’s mission and the broader global Jewish community.

### STEP TWO: CONNECTED

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**Continued Professional Development:** Sustain and enhance the Dr. Mark Ramer JCC Global Hubs by offering at least three specialized hubs annually, providing valuable human resource development and capacity-building opportunities to a minimum of 200 participants each year. This ongoing development helps keep JCC professionals connected, engaged, and enriched by one of the main values of JCC Global: its international and cross-culture position.

*“Hubs have to take advantage of JCC Global assets and allow cross-country and cross-culture learning. It is so interesting to learn about other cultures - culinary in Morocco, culture in Kiev, Jewish chansons in France, Jewish theater in other countries... Hubs should give a taste of that international cultural experience.”*

*“The curriculum that we build should become a professional development opportunity for all levels. How do we do that in a way where we’re learning together?”*

**Global Peer Networks:** Establish and maintain active global networks of peers within at least three core service areas of JCC work each year. These networks will support ongoing collaboration, knowledge sharing, and mutual support among professionals worldwide, nurturing stronger connections between JCCs. If Hubs are offered to a focused interest group, relationships among participants can be further sustained either independently or by follow-up organized sessions that facilitate peer learning around a common interest.

*“Hubs can provide a continuous connection throughout the year. For example, online training for DIRECTORs on strategic management, general organizational management, leadership development, learning from challenges faced by other managers...”*

*“The secret is follow-up. Not a one-time effort, but investing in nurturing the relationship with senior staff, volunteers, and anyone who had any connection in the past.”*



We recommend that JCC Global calls upon **regional and continental networks of JCCs** to collaborate in this ambitious endeavor. By working together to enrich the Jewish Peoplehood agenda within local centers, JCC Global enables regional networks to contribute to the vitality and resilience of their local Jewish communities. Like efforts to develop and sustain hubs around shared interests, geographic networks may serve as a base for local-regional Hubs. Thereby, regional networks can enable isolated JCCs to foster connections with other JCCs, through collaborative learning and mutual support. Each JCC is then better able to respond to local challenges, building on institutional and communal resilience.

*“A regional network is very important because it not only allows more intimate and relevant learning among culturally closer groups, but also enables more affordable face-to-face meetings.”*

*“Traveling is expensive, but perhaps if mini-conferences will be held on a regional basis more people from the region can come, and of course anyone from anywhere in the world is welcome to join.”*

**Actively engage partners and empower them to progress into leadership:** Participants who gain value from their involvement with JCC Global will contribute back, especially if empowered to take the lead. For example, give them a stage to share stories about their own work and community.

*“A golden rule of marketing is, if you want others to talk about you, they will talk about you if they see themselves in it, and if they are actively contributing.”*

## STEP THREE: LEADING

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**Leadership Development - Target leaders and tailor relevant engagement for them:** Facilitate two intensive, four-day joint retreats for participants from 30 JCCs. These retreats will focus on enhancing understanding of Jewish Peoplehood, developing leadership skills, and fostering deep personal and professional connections among participants. Graduates of these retreats will be expected to lead initiatives within their JCCs and contribute actively to the JCC Global Network. As noted by Directors:

*“It is important for lay leadership here to know they’re not just trying to lead our local community; they’re actually trying to be a part of the global Jewish future.”*

*“Directors are expected to be the targeted audience for programming at JCC Global, as well as their lay leadership and senior staff. Through them, knowledge and practices are disseminated in the local organization and community.”*

**Content Development:** Develop and disseminate comprehensive content and resource materials aimed at elevating practices and standards across all affiliated JCCs. These resources will be accessible to the entire network, supporting continuous improvement and innovation, and enabling JCC leaders to drive excellence and promote a Global Jewish Peoplehood agenda within their own centers. The thirst for the relevant resources JCC Global can produce and circulate was evident.

*“I want to receive more information... more on what’s going on in Jewish communities around the world, on program models, practices, techniques. I get out of my bubble through the JCC Global’s lenses.”*

## IN CONCLUSION

In conclusion, the recommended JCC Global Strategic Plan for 2025-2029 charts an attainable pathway for strengthening Jewish Peoplehood by deepening global connections, fostering resilient local communities, and cultivating leadership among Jewish Community Centers (JCCs) worldwide. This plan builds on JCC Global's unique role as a network that bridges JCCs across diverse cultures, languages, and practices, positioning them as crucial touchpoints for Jewish engagement and community life.

The strategic emphasis on the "Flow of Engagement" model—Exposure, Connection, and Leading—enables JCCs to engage with global Jewish life at their own pace, fostering gradual involvement that leads to sustainable, impactful relationships. Through exposure to JCC Global's offerings, leaders and members of local JCCs begin their journey into global Jewish Peoplehood. By progressing to deeper connections and ultimately taking on leadership roles within the JCC Global network, participants experience the value of cross-community collaboration, shared traditions, and mutual support.

The initiatives outlined—such as the Dr. Mark Ramer JCC Global Hubs, the Amitim-Fellows leadership network model, and shared moments of commemoration and/or celebration connecting JCCs worldwide—exemplify how JCC Global empowers local leaders. These programs are more than networking opportunities; they are platforms for peer learning, innovation, mutual support and joint problem-solving, which enhance local capacity while strengthening the global movement.

The strategic plan also underscores the significance of resilience, equipping JCCs to respond effectively to crises. This resilience is not only operational but deeply rooted in the values of mutual Jewish responsibility and Peoplehood, as demonstrated in JCC Global's support during emergencies and the ongoing work to build adaptable, resourceful communities.

This recommendation for a five-year strategic plan is built on collaboration with both leadership of local JCCs and regional networks, whose active participation and contribution is critical for attaining the collective mission of fostering a vibrant, interconnected global Jewish JCC movement. By aligning with this strategic vision, JCC Global and its partners are poised to address contemporary challenges and shape a thriving Jewish future, grounded in commitment, collaboration, and Peoplehood.