Developing A Global Leadership Network

The Role of the Amitim Fellows

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Executive Summary

JCC Global's work to build a network of more than 1200 JCCs worldwide is a 40 years-old effort, which began with its founding in 1977. Over the years, JCC Global developed and nurtured the global network of JCCs through conferences, seminars, retreats and visits to Jewish communities around the world. In the past decade, with the support of UJA Federation of New York, JCC Global is focusing on cultivating partners at local JCCs, who serve as change agents for deepening their JCC's involvement with Jewish Peoplehood and the global JCC network. These change agents are executive directors, senior staff and lay leaders, who understand and care about Jewish life around the world.

The "Amitim-Fellows- A Global Leadership Network" program was developed out of lessons learned from two previous JCC Global programs: The Tri Center Project and the Global Jewish Fellows. Launched in 2013, the Amitim-Fellows is a cutting edge, experimental program designed to train change agents in JCCs so that they embrace Jewish Peoplehood concepts and bring Jewish Peoplehood programs to their JCCs. The goal is for the Fellows to develop and sustain an active global network, which will bring Jewish Peoplehood programs to JCC members all over the world.

The three-year Amitim-Fellows program, involves senior professionals and lay leaders “who will develop the capacity to engage their institutions in new, meaningful, innovative and long lasting global partnerships, reaching their members and enlarging the scope of Jewish Peoplehood in their JCCs and communities.”¹ There are 54 Amitim-Fellows from 25 JCCs in 11 countries working on 7 global partnership projects.

In this evaluation, we examine the contribution of the Amitim-Fellows, as part of JCC Global's larger strategy to develop an international JCC network. When is the Amitim-Fellows the most effective strategy for bringing Jewish Peoplehood to JCCs and developing the global network? In which contexts are other strategies preferable? The report evaluates the project's progress as of the second major event of the Amitim-Fellows program – the Jerusalem Amitim-Fellows Conference, which took place from November 1 – 6, 2015. The meeting took place in parallel to the 9th World Conference of JCCs from November 4-6, 2015, at which JCC Global brought together 500 Jewish leaders from 100 communities.

Methodology

We present the findings of the third of four surveys conducted for the Amitim-Fellows evaluation. The survey was conducted following the Jerusalem Amitim-Fellows conference held from November 1 - 6, 2015. We received a mailing list of 54 Amitim-Fellows, of which 46 responded for an 85% response rate. In addition, a focus group was conducted at the Jerusalem Amitim-Fellows Conference with participants in the Hamsa project. The other surveys included a start of program survey and a survey conducted following the Amitim-Fellows first Conference held in Budapest in 2014. A final, end of program survey will be conducted in the Fall of 2016.

¹ From document titled: “Amitim-Fellows Call for Candidates”
Findings and Recommendations

BRINGING JCC PROFESSIONALS TO THINK GLOBALLY

The core challenge for JCC Global in building a world-wide network of JCCs is that most JCCs “think locally.” JCC Global’s Executive Director explains: “Even those who think about connections to Jews in other parts of the world are not able to speak about how that connection promotes their JCC’s Jewish agenda. They can talk about programming and Jewish identity, but the global Jewish dimension is not present in their thinking.” Success requires integrating the global Jewish dimension into the working culture of a JCC.

The goal of the first Amitim-Fellows Conference in Budapest was on achieving “an emotional connection,” and starting the broader process designed to connect the Fellows’ JCC work to the global Jewish dimension. In Budapest, the Fellows entered into a meaningful connection with their colleagues. The Jerusalem Conference continued to reinforce the connection of the Amitim-Fellows to the global Jewish dimension, with 80% stating that they received “a lot of benefit for their connection with other Jewish communities.”

DISTINGUISH BETWEEN ENTRY LEVEL AND ADVANCED PROGRAMMING

Beyond establishing the connection between the Fellows and the global Jewish dimension, and based on learning to date, JCC Global has developed the following rules of thumb for developing the global JCC network:

1. **Change Agents**: The best way to bring Jewish Peoplehood concepts and programs to the JCCs is via local change agents. Executive directors and senior lay leaders are chosen as they are the main decision makers in their JCCs, they can mobilize their staff and volunteers and implement systemic change.

2. **Programming**: Jewish Peoplehood concepts are best integrated into the lives of Jews via hands-on programs.

3. **Program Impact**: Face-to-face encounters have the most profound impact on participants. However, the high cost of these encounters may hinder reaching larger audiences. Therefore, moving forward, JCC Global is further developing entry level programs that utilize web based platforms that reach larger audiences while still creating a virtual face-to-face connection.

The Amitim-Fellows evaluation supports these three rules of thumb and enables us to further refine the model.

We recommend that JCC Global develop "a ladder of global JCC involvement," which might consist of five steps:

- **STEP ONE: UNAWARE** – JCCs who are unaware of the benefits of participating in a global JCC network
- **STEP TWO: CURIOUS** – JCCs whose leadership’s curiosity is piqued and want to learn more
- **STEP THREE: LEARNING** – JCCs who are actively pursuing a global agenda
- **STEP FOUR: ENGAGED** – JCCs who are engaged with Peoplehood programming, including nurturing a connection between their JCC and other JCCs worldwide
- **STEP FIVE: 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.
JCC GLOBAL SHOULD INTERACT WITH EACH JCC ACCORDING TO ITS LOCATION ON THE GLOBAL JCC INVOLVEMENT LADDER, IN ORDER TO PULL ANY GIVEN JCC UP THE LADDER. IN PARTICULAR:

1. **Change Agents:** JCCs at steps four or five, with Peoplehood programming operations, should be called upon to offer mentorship and guidance to other JCCs. Only engaged JCCs that are willing to take on leadership roles should be tasked with developing new and innovative programming along the lines of the *Amitim*-Fellows global projects.

2. **Programming:** JCC Global's interaction with JCCs who are at steps one to three of the ladder, should focus on generating curiosity and buy-in to the idea of the global JCC network. Programs should be easy for the JCCs to implement and not burden JCC Global's staffing or financial resources.

3. **Impact:** JCC Global needs to focus its staffing and financial resources on enabling engaged JCCs to become leaders and to expanding the network oriented activity of the JCCs already playing a leadership role. Growing a leadership core will enable JCC Global to extend its reach beyond what is possible with its staff alone. The leadership core might help mentor and guide JCCs at the entry steps of the ladder.

**USE THE PROJECT FOCUSED MODEL SELECTIVELY**
The successful *Amitim*-Fellows projects are found at engaged JCCs who are located at step four of the Global JCC Involvement Ladder. The role of JCC Global is to bring these JCCs from step four to step five on the ladder of global JCC involvement. The impressive impact of a project such as Global MekoRock is an example of what happens when a Community Center such as Emek Hefer takes a leadership role in partnership with JCC Global. The Global MekoRock model creates excitement at the partner JCCs about Jewish Peoplehood and nurtures an appreciation of the benefits of JCC to JCC partnerships [see the Global MekoRock case study in the body of this report].

Given the high level of financial and staff resources required for a project focused partnership model, such as the *Amitim*-Fellows, JCC Global should only invest in those projects with the greatest promise of moving their JCCs into leadership. These are the projects whose *Amitim*-Fellows are satisfied with their progress and who strongly agree with the statement that their project's success depends on their "JCC committing to advance the connection to global JCCs as a result of our *Amitim*-Fellows project." These projects have the greatest potential to serve as a platform for impacting the culture of their JCCs and to serve as examples for what is possible for other JCCs. These *Amitim*-Fellows are also most likely to serve as leaders for further developing the JCC Global Network.

For the other *Amitim*-Fellows and their JCCs, the focus should be on bringing them to a point where they are firmly committed to advancing a global Jewish agenda at their JCCs. If the *Amitim*-Fellows project is not leading in this direction, JCC Global should limit its investment in their projects and instead find other program ideas that can be implemented in their JCCs. The focus at these JCCs should not be on the sustainability of the *Amitim*-Fellows project, but rather on the integration of a global Jewish Peoplehood agenda.

**CONFERENCES AS A PLATFORM FOR SHARING OF BEST PRACTICES**
Global conferences and seminars are part of the *Amitim*-Fellows program, and also stand by themselves as a platform for developing the JCC Global Network. The 9th World Conference of JCCs enabled participants to successfully network and perceive benefit from connecting to other JCCs. We recommend building on the successful networking aspects of the Conference, so that in the future there is a stronger emphasis on the sharing of best practices. Whereas, almost all of the *Amitim*-Fellows stated that the conference achieved the goal of "enabling me to network with peers and colleagues from all over the world" "to a great extent", just a minority stated that the conference achieved the goal of "exploring ways of bringing Jewish Peoplehood to our JCCs" "to a great extent". A stronger focus on peer learning will both serve to raise the profile of the most engaged JCCs and build on the successful networking outcomes occurring at the World Conference of JCCs.
Developing a Global Network of JCCs

JCC Global’s mission is to connect more than 1200 Jewish Community Centers (JCCs) world-wide to one another and in doing so empower each to better serve the needs of their Jewish community [see mission statement on the right hand side of this page].

An Evolution

JCC Global's work to build a global network of JCCs is the product of a 40 years-old effort, which began with the declaration produced at the founding Conference of the World Conference of Jewish Community Centers in 1977, which declared:

“We the participants in the first World Conference of Jewish Community Centers, having convened in Jerusalem, Capital of the State of Israel, rededicate ourselves to deepening the sense of Jewish Peoplehood throughout the world so that succeeding generations of Jews shall know who they are and what they are.”

Cultivating JCC Global Leaders

Over the years, JCC Global has developed and nurtured the JCC Global Network of JCCs through conferences, seminars, retreats and visits to Jewish communities around the world. In the past decade, with the support of UJA Federation of New York, JCC Global implemented several programs that developed global partnerships and global Jewish leadership. The process began with the Tri Center projects, which started by connecting 3 Jewish Community Centers - in Jerusalem, New York and Buenos Aires - growing into 10 Tri Center projects. JCC Global continued to experiment with the Global Jewish Fellows project that went a step further by establishing a network of young lay leaders who were trained as global Jewish leaders and social entrepreneurs. The learning that resulted from these two programs led to the creation of Amitim-Fellows- A Global Leadership Network program that brought together 25 JCCs from 11 countries who are now working on 7 global projects. The Amitim-Fellows is a three-year program, in which senior professionals and lay leaders are conscripted as “change agents” who will “develop the capacity to engage their institutions in new, meaningful, innovative and long lasting global partnerships, reaching their members and enlarging the scope of Jewish Peoplehood in their JCCs and communities.”

This report examines the role of the Amitim-Fellows in furthering JCC Global's ongoing efforts to bring Jewish Peoplehood concepts and programs to JCCs and build the JCC Global Network of JCC leaders.

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2 JCC Global was previously called the World Confederation of Jewish Community Centers.
3 From document titled: “Amitim-Fellows Call for Candidates”
The Amitim-Fellows were recruited from July 2013 and began active participation in the program in April 2014. This report evaluates the program's progress as of the second major event of the Amitim-Fellows process – the Jerusalem Amitim-Fellows Conference, which took place from November 1 – 6, 2015. The meeting took place in parallel to the 9th World Conference of JCCs from November 4-6, 2015, at which JCC Global brought together 500 Jewish leaders from 100 communities.

Research Questions

1. Are the Amitim-Fellows projects an effective means to reach the goal of developing a network of JCC professionals and lay leaders who will serve as change agents on behalf of a global Jewish agenda at their JCCs?
2. For which JCCs and by what type of projects, does the project focused model work best?
3. What other methods might be used to achieve the goal of activating a JCC as an agent in the JCC Global network?
4. What are the advantages and disadvantages of the different methods?

Methodology

This document contains the findings of the third of four surveys conducted for the Amitim-Fellows evaluation. The survey was conducted following the Amitim-Fellows conference held from November 1 - 6, 2015. The other surveys included a start of program survey and a survey conducted following the Amitim-Fellows Conference held in Budapest from June 15 – 19, 2014. A final, end of program survey will be conducted in the Fall of 2016.

We received a mailing list of 54 Amitim-Fellows, of which 46 responded for an 85% response rate. Exhibit 1 shows the response.

In addition, a focus group was conducted at the Jerusalem Amitim-Fellows Conference with participants in the Hamsa project.

<table>
<thead>
<tr>
<th>Project</th>
<th># respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamsa</td>
<td>11</td>
<td>24%</td>
</tr>
<tr>
<td>Adam Adamah</td>
<td>8</td>
<td>17%</td>
</tr>
<tr>
<td>Family Tree</td>
<td>7</td>
<td>15%</td>
</tr>
<tr>
<td>Global MekoRock</td>
<td>6</td>
<td>13%</td>
</tr>
<tr>
<td>Global Art</td>
<td>5</td>
<td>11%</td>
</tr>
<tr>
<td>L'alliance Media Teen</td>
<td>5</td>
<td>11%</td>
</tr>
<tr>
<td>Special Needs</td>
<td>4</td>
<td>9%</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100%</td>
</tr>
</tbody>
</table>

Exhibit 1: Response to Survey Per Project
Bringing JCC Professionals to Think Globally

The core challenge for JCC Global in building a world-wide network of JCCs is that most JCCs “think locally.” JCC Global’s Executive Director explains: “Even those who think about connections to Jews in other parts of the world are not able to speak about how that connection promotes their JCC’s Jewish agenda. They can talk about programming and Jewish identity, but the global Jewish dimension is not present in their thinking.” Success requires integrating the global Jewish dimension into the working culture of a JCC.

To succeed the Amitim-Fellows process needs to establish:

1) The emotional connection to global Jewry
2) The relevance of the global Jewish dimension for the Fellows’ JCC work, with a focus on their Amitim partnership projects.

The goal of the first Amitim-Fellows Conference in Budapest was achieving “the emotional connection,” and starting the broader process designed to connect the Fellows’ JCC work to the global Jewish dimension. The goal of connecting participants to the global Jewish community was achieved. JCC Global recruited a geographically diverse group of senior JCCs and volunteers (exhibit 3). In Budapest, the Fellows entered into a meaningful connection with their colleagues. They came to recognize the importance of the global Jewish connection for their JCC work and reported motivation to engage in the process of developing their joint global projects. The Fellows also began a knowledge acquisition process, learning about the other JCCs, areas of mutual concerns and how to work with their global colleagues.

As shown in exhibit 2 below, the Jerusalem conference continued to reinforce the connection of the Amitim-Fellows to the global Jewish dimension, with 80% stating that they received “a lot of benefit for their connection with other Jewish communities.”

Exhibit 2: In thinking about the benefits you received from the conference, how much did the conference contributed to your connection with other Jewish communities?

Exhibit 3: Locations of participating JCCs

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The Strongest Projects are Far More Likely to Focus on Global Jewry

The Amitim-Fellows connect their JCC to the JCC Global network through a project developed and implemented with other JCCs. To what extent, do the projects in fact serve as a catalyst for connecting a JCC to the JCC Global network?

Following the Conference, 40% of the Amitim-Fellows “strongly agree” with the statement that they are satisfied with the progress they are making on their project (exhibit 4). The reports of progress vary by project, with 63% of the Fellows on the Adam Adamah project strongly agreeing that they are satisfied with their projects' progress, as opposed to none of those on the Special Needs project (exhibit 5). A majority of Fellows on three of seven projects strongly agree that they are satisfied with their project's progress. On all of the projects, a large majority of Amitim-Fellows “agree” that they are satisfied with their project's progress; however, we will see below there are substantial differences between those who "strongly agree" and those who do not, regarding their project's progress.

Exhibit 5: Satisfaction with Project Progress Organized by Project

<table>
<thead>
<tr>
<th>Project</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Less than agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Adamah</td>
<td>63%</td>
<td>13%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>Global Mekorock</td>
<td>50%</td>
<td>33%</td>
<td>17%</td>
<td>100%</td>
</tr>
<tr>
<td>Family Tree</td>
<td>57%</td>
<td>29%</td>
<td>14%</td>
<td>100%</td>
</tr>
<tr>
<td>Hamsa</td>
<td>27%</td>
<td>73%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Global Art</td>
<td>25%</td>
<td>50%</td>
<td>25%</td>
<td>100%</td>
</tr>
<tr>
<td>L'alliance Media Teen</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Special Needs</td>
<td>0%</td>
<td>67%</td>
<td>33%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The Fellows who "strongly agree" that they are satisfied with their projects' progress stand out from the others. They are not only more satisfied with the key measures for gauging satisfaction with the Amitim-Fellows initiative, they also better understand the goals of the Amitim-Fellows initiative.

In exhibit 6 below, we learn that those who “strongly agree” that they are satisfied with their project’s progress are also most likely to agree that their relationship with their partner JCCs and JCC Global is successful and that they are satisfied with the work on their project at the Conference. Thus, for example, those who "strongly agree" that they are satisfied with their project’s progress received a score of 1.9 on a scale of minus 2 to 2 for the question inquiring into the collaboration with the other JCCs in their project, as opposed to .9 for those who "agree" and .7 for the others.
### Exhibit 6: Satisfaction with Project Progress Organized by Satisfaction Measures

<table>
<thead>
<tr>
<th>To what extent do you agree or disagree that &quot;I am satisfied with the progress we are making on our project at my JCC&quot;?</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than Agree</td>
<td>.7</td>
</tr>
<tr>
<td>Agree</td>
<td>.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1.9</td>
</tr>
</tbody>
</table>

In terms of the collaboration with the other JCCs in our partnership, I am satisfied with the progress we are making on our project

| Less than Agree | .2 |
| Agree | 1.1 |
| Strongly Agree | 1.4 |

I am satisfied with the guidance provided by JCC Global for our project

| Less than Agree | .8 |
| Agree | 1.2 |
| Strongly Agree | 1.8 |

I am satisfied with the work I did on my project during the 2nd Conference of Amitim-Fellows

| Less than Agree | .7 |
| Agree | .9 |
| Strongly Agree | 1.9 |

In exhibit 7 below, we learn that the Fellows who “strongly agree” that they are satisfied with their project’s progress are also more likely to specify a robust set of criteria for their project’s success. A majority of the 17 fellows who strongly agree that they are satisfied with their projects progress, selected “to a great extent” for 5 of 6 potential criteria for success. In comparison, among the 20 who “agree” or the five who score even less, there is a majority selecting “to a great extent,” for just two and three of the success criteria respectively. The strongest, and perhaps most significant differences are for two key measures of success — a JCC committing to advancing their connection to the global JCCs and to continuing their project after Amitim-Fellows ends – for both there is a large difference between those who "strongly agree" and the rest. Only among those who are most satisfied with their project's progress do a majority view the global dimension as criteria for establishing success.

### Exhibit 7: Satisfaction with Project Progress Organized by Amitim-Fellows Success Measures

<table>
<thead>
<tr>
<th>To what extent do you feel that your project’s success depends on each of the following? Answer = To a great extent</th>
<th>I am satisfied with the progress we are making on our project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing successful collaboration with the JCC in our project partnership “to a great extent”</td>
<td>Strongly Agree (n=15)</td>
</tr>
<tr>
<td>Impact on the Jewish identity of the children, teens or adults who participate in the project “to a great extent”</td>
<td>93%</td>
</tr>
<tr>
<td>My JCC commits to advancing the connection to global JCCs as a result of our Amitim-Fellows project “to a great extent”</td>
<td>81%</td>
</tr>
<tr>
<td>My JCC commits to continuing the project after Amitim-Fellows ends “to a great extent”</td>
<td>69%</td>
</tr>
<tr>
<td>Increasing the desire of the children, teens or adults in the project to become leaders in our JCC “to a great extent”</td>
<td>56%</td>
</tr>
<tr>
<td>Our JCC staff report growth in terms of their professional knowledge or skills as a result of participating in the project “to a great extent”</td>
<td>56%</td>
</tr>
</tbody>
</table>
Similar and striking differences appear when the Amitim-Fellows were asked to describe the major impact of participation in Amitim-Fellows for their JCCs. Fourteen Amitim-Fellows provided written comments describing their projects' impact (exhibit 8), almost all of those who are most satisfied with their projects' progress cite their JCCs' connection to global Jewry. None of the others do. Rather, the others tend to focus on the impact of the projects on the participants themselves and place less of an emphasis on the global JCC movement or Jewish Peoplehood.

Exhibit 8: All of the written responses to the question - In a few words, what is the major impact of participation in Amitim-Fellows on your JCCs' relationship to the Jewish world?

Very Satisfied with Project Progress
- "Our Amitim-Fellows project has strengthened the partnership and the feeling of Jewish peoplehood; it supported the existing activities and confidence within the existing activities."
- "The impact of our project impact was felt on many levels, including staff/membership/and lay leadership. The connections made with other JCCs reaffirmed the purpose of the local JCC as well as the JCC movement."
- "Connected our staff, board and members to Jewish Peoplehood."
- "A wider lens on the diversity, capacity and creativity of our people - broader sense of perspective or issues and possible solutions."
- "Our project works with Jewish teenagers from around the world. The program gave them an opportunity to gain perspective on Jewish life around the world, and as a result, I am convinced they will be better and more informed Jewish leaders."
- "The major impact of participation in Amitim-Fellows on our relationship to the Jewish world is the forming of equal partnerships with very different organizations that allows us to broaden our understanding of the work of the JCC."
- "We've been able to make new contacts and forge new relationships."
- "Learning about global Jewish communities."
- "Made our community aware of the global Jewish communities otherwise not know to us."

Satisfied with Project Progress
- "I believe that we have developed a project that will become a tool to help engage people of all ages in our community to connect with their Jewish identity. This is a good thing for our JCC and can be used anywhere."
- "The impact on the teen participants has been transformative but there is no broad impact on our JCC or community."
- "The 'Jewish World' is too general a concept for me. I have been working for nine years working at our Israeli Community Center project on Jewish cultural identity. There is no doubt that over the years, positive change in the area of Jewish identity and culture is occurring at our Community Center. The Amitim-Fellows is another contribution to this discourse. Yet it is difficult to determine the impact on the Community Center, as we are just starting out and are still figuring things out."

Least Satisfied with Project Progress
- "For me this project is a work in progress which is sometimes challenging but I believe will help some people in the JCC but not all. however, that may be enough."
- "I believe that youth delegations it is easy way, but not effective for the long run. not enough influence on others."
- "The impact on the teen participants has been transformative but there is no broad impact on our JCC or community."
- "The 'Jewish World' is too general a concept for me. I have been working for nine years working at our Israeli Community Center project on Jewish cultural identity. There is no doubt that over the years, positive change in the area of Jewish identity and culture is occurring at our Community Center. The Amitim-Fellows is another contribution to this discourse. Yet it is difficult to determine the impact on the Community Center, as we are just starting out and are still figuring things out."

In summary, there is a big difference between the 40% of the Amitim-Fellows who are very satisfied with their projects progress and the others. The strongest projects are far more likely to be furthering JCC Global's goal of connecting individuals JCCs to the global JCC movement and raising the profile of issues having to do with Jewish Peoplehood.
When do Projects Succeed?

A review of the Amitim–Fellows Global Projects shows that the following factors lead to success:

1. **Leadership**: At least one of the partner JCCs needs to take the lead in organizing and pushing the partnership forward.

2. **Communication**: The JCCs need to participate in correspondence and planning in a timely fashion. For that purpose, there must be a staff person at each JCC with sufficient work hours dedicated to the project. In addition, JCC Global needs to provide the JCCs with a good, reliable and affordable system for their ongoing communication.

3. **Meetings**: JCC Global facilitated in-person meetings are required in the formative project stage for the purpose of forming the partnership-group, including identification of the participating Fellows with the partnership, synchronizing expectations and raising motivation. At a later stage the in-person meetings enable effective check-in on project progress, changes that need to be made and reinforces the sense of partnership and motivation for success.

4. **Buzz**: The project outcomes need to create a strong, visible and positive buzz at the partnering JCCs. The result is a concrete sense of benefit from participating in a global JCC network, justifying the dedication of staff and financial resources.

**Best Case: Global MekoRock**

Global MekoRock connects teenagers from different Jewish communities around the world to the Bible and other Jewish cultural sources through music and art, while also forming connections between the participants and between their communities. The teens engage in a process of study and art creation guided by leading musicians and artists together with professional facilitators who specialize in Jewish culture. The result is an original and contemporary piece of art in their field of interest. The project culminates in a joint concert staged by the teenagers from all of the communities. Additional concerts also take place in each of the communities, which have been attended by thousands. The largest of the concerts, which occurred in Emek Hefer, had over 3000 people in the audience.

The project involves JCCs from Israel, Moldova, USA, and Venezuela as part of the Amitim–Fellows Program.

**1. Leadership**

Global MekoRock is based on the MekoRock model initiated six years ago in Emek Hefer, Israel. The program is currently run in seven Israeli Community Centers. Emek Hefer brought its developed model to the partnership, where the collaboration enabled its adaptation to a global partnership, rather than single JCC model. The Emek Hefer MekoRock coordinator led the partnership process, dedicating significant amount of time to furthering communication and planning processes.
2. Communication

The Amitim-Fellows communicated in a responsive and frank fashion enabling a sense of continued progress and mutual-learning. Emek Hefer served as the communication hub. They initiated the calls, set the agenda and moved forward all communication. In addition, they encouraged the partners to be active members and did not expect them to adopt their model.

3. Meetings

The forming of the Global MekoRock group took place at the Amitim-Fellows conference held in Budapest in June 2014. Following that conference, the group decided to hold an additional in-person seminar for Fellows and coordinators in Israel in order to develop the global model. The seminar took place in November 2014 and was instrumental in laying the basis for the on-going working relationship. This additional seminar made a substantial contribution to the overall development of the project.

4. Buzz

The community concerts draw large audiences providing a highly visible and publicity generating event. The Global MekoRock process draws in families, the participants’ schools, friends and volunteers. A large number of people are involved implementing the final event. At the event itself the presence of global partners is felt by formal mention and their logos on stage.

Due to the success of the project, the partnership JCCs are now discussing their future work together and are working with JCC Global to offer Global MekoRock to other JCCs around the world. Most of the other projects have, to date, achieved some of the four factors that feed success.

When Projects are Less Successful

1. Leadership

In some of the projects, at least one of the JCC partners has not taken a leadership role. The result is to transfer responsibility to JCC Global, which is problematic for two reasons: 1. A burden is placed on JCC Global staff, which cannot be sustained in the long run; and, 2. there is a lower sense of in-group responsibility and commitment of the partners.

2. Communication

The failure of some of the Amitim-Fellows to participate in communication and planning processes in a responsive manner leads to delays and frustrations.

3. Meetings

Some JCCs felt they did not need an additional in-person staff seminar. Others did not see the value in investing in staff seminars and preferred to dedicate their resources to the programs they were running. In some cases, cultural differences had a negative influence on the planning and implementation of the meetings.

4. Buzz

The projects require highly visible outputs, such as concerts or exhibitions, or the participation of large numbers that also generate visibility and a sense of resources well invested. The projects, which focus on teen leadership, and do not involve large numbers of teens face the greatest challenge, as the JCCs have difficulty justifying a relatively large investment of resources for small numbers of participants.
Conferences Contribute to Building a JCC Global Network

JCC Global's primary goal is to connect the Amitim-Fellow's JCCs to the JCC Global network. The Amitim-Fellows agree with this goal. In the Jerusalem Amitim-Fellows Conference session, titled "What is Next?" in which the evaluation work was presented, many of the comments by participants argued that the main goal is to focus on the global Jewish and JCC relationship. The projects are a means to that end. The following are a number of the comments:

"There is a need to see projects as means to end, for opening doors now on issues that we weren't ready for a year ago."

"We need to explore 'JCC Global' rather than Peoplehood, for JCC Global is Peoplehood."

"We are selling a new story about the Jewish People. We have to have clarity or otherwise we don't know what we are talking about!"

"There is too much focus on small projects, not the broader mission. We are forgetting the big objective. Even this meeting is too focused on the projects. If we are mission focused, we can do a better job with the projects."

"Whether projects are sustained is irrelevant, issue is inculcating into our JCC communities that we are a people, not just a faith."

"I thought I was coming here to immerse in Jewish Peoplehood, I need to be able to sell it. That is different from best practice sharing. I can get that from JCCA."

As these quotations show, participation in the Conference contributes to the development of the JCC Global network, in a manner that is independent of the projects. The Amitim-Fellows attend the Conference not only to advance their projects, but also to advance their knowledge of the JCC Global network and Jewish Peoplehood and how to bring it to their JCCs. As seen in exhibit 7 below, a large majority strongly agreed that the conference enabled networking and connections to other Jewish communities. Close to two-thirds agreed "to a great extent" that the conference achieved the goal of nurturing the worldwide movement of JCCs.

In other words, the conference succeeds, independently of the projects, in furthering JCC Global's goal of the creation of connections between JCCs. Fewer participants, felt that the conference produced clear takeaways for "sharing of best practices" and programming or other ways "to bring Jewish Peoplehood to our JCCs".

Exhibit 9: Project and Conference specific process, which support the development of a Global JCC Network

<table>
<thead>
<tr>
<th>Amitim-Fellows</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In my opinion, the conference achieved the goal of “enabling me to network...”</td>
<td>81%</td>
</tr>
<tr>
<td>I received “a lot of benefit” from the conference for my connection with other Jewish communities</td>
<td>80%</td>
</tr>
<tr>
<td>In my opinion, the conference achieved the goal of “enabling sharing of best practices...”</td>
<td>61%</td>
</tr>
<tr>
<td>In my opinion, the conference achieved the goal of “exploring ways of bringing Jewish Peoplehood...”</td>
<td>15%</td>
</tr>
</tbody>
</table>
Additional Pathways to Developing the Global Network

In addition to conferences and projects, there are other pathways to the goal of activating JCCs as part of a global network. Additional pathways may include offering services such as seminars, providing information about work being done at other JCCs, connecting JCCs to one another for focused collaborations and providing professional consultations.

Exhibit 10 below shows the level of interest in different JCC Global services from both the Amitim-Fellows and other conference participants. We learn that:

- **Amitim-Fellows** who are most satisfied with their projects progress are, as envisioned by JCC Global most likely to promote the JCC Global connection. Of those who are most satisfied with their project's progress, 82% see value for them personally and for their JCC's from the global conferences and seminars, involvement with JCC Global supervised projects and partnerships and receiving information about other JCCs around the world.
- Among the other **Amitim-Fellows** and participants in the World Conference there are high levels of interest, with at least half the respondents answering positively for most of the potential services.

**Exhibit 10: Moving forward, how can JCC Global add value to you personally and to your JCC? Select all that apply.**

<table>
<thead>
<tr>
<th>Service</th>
<th>Amitim-Fellows Satisfied with Project Progress</th>
<th>Non-Amitim-Fellows Conference Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Agree</td>
<td>Agree</td>
</tr>
<tr>
<td>Providing professional consultation</td>
<td>53%</td>
<td>50%</td>
</tr>
<tr>
<td>Finding a JCC to connect with</td>
<td>53%</td>
<td>60%</td>
</tr>
<tr>
<td>Holding global conferences and seminars</td>
<td>82%</td>
<td>75%</td>
</tr>
<tr>
<td>Supervising and mentoring global projects and partnerships</td>
<td>82%</td>
<td>65%</td>
</tr>
<tr>
<td>Consult new JCCs</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>Provide information about a JCC or a Jewish Community from around the world</td>
<td>82%</td>
<td>60%</td>
</tr>
</tbody>
</table>
The Amitim-Fellows is a cutting edge, experimental program designed to further JCC Global's goal of building a network of JCCs worldwide. With over 1200 JCCs worldwide, the potential of such a network to infuse global Jewish Peoplehood in the lives of their communities is large. In this report we examined the potential of the Amitim-Fellows to contribute to JCC Global's long term cultivation of, and direct work with JCCs around the world. We asked, what are possible pathways to the goal of developing the global network of JCCs and when is the model offered by the Amitim-Fellows most appropriate?

Distinguishing Between Entry Level and Advanced Programming

Based on learning to date, JCC Global has developed the following rules of thumb for developing a global JCC network:

1. **Change Agents**: The best way to bring Jewish Peoplehood concepts and programs to the JCCs is via local change agents. Executive directors and senior lay leaders are chosen as they are the main decision makers in their JCCs, they can mobilize their staff and volunteers and they can make a systemic change.

2. **Programming**: Jewish Peoplehood concepts are best integrated into the lives of Jews via hands-on programs.

3. **Impact**: Face-to-face encounters have the most profound impact on participants. However, the high cost of these encounters may hinder reaching larger audiences. Therefore, moving forward, JCC Global is further developing entry level programs that utilize web based platforms that reach larger audiences while still creating a virtual face-to-face connection.

The Amitim-Fellows evaluation supports these three rules of thumb and enables us to further refine the model.

We recommend that JCC Global develop "a ladder of global JCC involvement," which might consist of five steps:

- **Step One: Unaware** – JCCs who are unaware of the benefits of participating in a global JCC network
- **Step Two: Curious** – JCCs whose leadership's curiosity is piqued and want to learn more
- **Step Three: Learning** – JCCs who are actively pursuing a global agenda
- **Step Four: Engaged** – JCCs who are engaged with Peoplehood programming, including nurturing a connection between their JCC and other JCCs worldwide
- **Step Five: Leading** – JCCs who put Jewish Peoplehood agenda in their mission and engage with Jewish Peoplehood programming. These JCCs are active and visible in the JCC Global Network. They advance the JCC Global network and promote Jewish Peoplehood global agenda by sharing knowledge, experience, programming and best practices.

JCC Global should interact with each JCC according to its location on the Global JCC Involvement Ladder, in order to bring any given JCC into and then up the ladder. In particular:

1. **Change Agents**: JCCs at steps four or five of the ladder with Peoplehood programming operations, should be called upon to offer mentorship and guidance to other JCCs. Only the engaged and leading JCCs should be tasked with developing new and innovative programming along the lines of the Amitim-Fellows.

2. **Programming**: JCC Global's interaction with JCCs who are at steps one to three of the ladder, should focus on generating curiosity and buy-in to the idea of the global JCC network. Programs should be easy for the JCCs to implement and not burden JCC Global's staffing or financial resources.
3. **Impact:** JCC Global needs to focus its staffing and financial resources on enabling engaged JCCs to become leaders and to expanding the network oriented activity of the JCCs already playing a leadership role. Growing a leadership core will enable JCC Global to extend its reach beyond what is possible with its staff alone. The leadership core might help mentor and guide JCCs at the entry steps of the ladder.

**Use the Project Focused Model Selectively**

The successful *Amitim*-Fellows projects are found at engaged JCCs who are located at step four of the Global JCC Involvement Ladder. The role of JCC Global is to bring these JCCs from step four to step five on the ladder of global JCC involvement. The impressive impact of a project such as Global MekoRock is an example of what happens when a Community Center such as Emek Hefer takes a leadership role in partnership with JCC Global. The Global MekoRock model, creates excitement at the partner JCCs about Jewish Peoplehood and nurtures an appreciation of the benefits of JCC to JCC partnerships.

Given the high level of financial and staff resources required for a project focused partnership model, such as the *Amitim*-Fellows, JCC Global should only invest in those projects with the greatest promise of moving their JCCs into leadership positions. These are the projects whose *Amitim*-Fellows are satisfied with their progress and who strongly agree with the statement that their project's success depends on their "JCC committing to advance the connection to global JCCs as a result of our *Amitim*-Fellows project." These projects have the greatest potential to serve as a platform for impacting the culture of their JCCs and to serve as examples for what is possible for other JCCs. These *Amitim*-Fellows are also most likely to serve as leaders for further developing the JCC Global Network.

For the other *Amitim*-Fellows and their JCCs, the focus should be on bringing them to a point where they are firmly committed to advancing a global Jewish agenda at their JCCs. If the *Amitim*-Fellows project is not leading in this direction, JCC Global should limit its investment in their projects and instead find other program ideas that can be implemented in their JCCs. The focus at these JCCs should not be on the sustainability of the *Amitim*-Fellows project, but rather on the integration of a global Jewish Peoplehood agenda.

**Conferences as a Platform for Sharing of Best Practices**

Global conferences and seminars are part of the *Amitim*-Fellows program, and also stand by themselves as a platform for developing the JCC Global Network. The Conference enabled participants to successfully network and perceive benefit from connecting to other JCCs. We recommend building on the successful networking aspects of the World Conference of JCCs, so that in the future there is a stronger emphasis on the sharing of best practices. Whereas, almost all of the *Amitim*-Fellows stated that the conference achieved the goal of "enabling me to network with peers and colleagues from all over the world" "to a great extent", just a minority stated that the conference achieved the goal of "exploring ways of bringing Jewish Peoplehood to our JCCs" "to a great extent". A stronger focus on peer learning will both serve to raise the profile of the most engaged JCCs and build on the successful networking outcomes occurring at the World Conference of JCCs.