The Impact of the JCC Global Network

JCC Global
Amitim-Fellows - A Global Leadership Network
Cohort One
Final Evaluation Report
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Research Success Technologies
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Executive Summary

JCC Global’s Amitim-Fellows: A Global Leadership Network is a cutting-edge experimental program designed to train change agents in Jewish Community Centers (JCCs) to 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 that 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.” In cohort one of the program, there were 54 Amitim-Fellows from 25 JCCs in 11 countries working on 7 global partnership projects.

After spending almost a year recruiting and preparing suitable candidates for the program, JCC Global convened the Fellows in Budapest, Hungary, in June 2014 for a weeklong meeting, at which 7 clusters were formed focusing on 7 global projects in the areas of teen leadership, ecology, the arts, special needs, young adults and more. All 7 projects came to fruition. The Fellows participated in a second convening in Jerusalem in November 2015, after which they went back to their communities and continued working on the projects. All projects held global seminars in which the participants from each country met one another. The program officially ended in December 2016, with a few clusters continuing their work. In addition to working on their projects, the Fellows also took part in online seminars designed to engage them with the JCC Global network of Jewish leaders from around the world.

This report focuses on the two primary goals of JCC Global:

1. To increase the role of the global Jewish dimension at participating JCCs.
2. To bring each JCC to actively contribute to the JCC Global network.

To what extent were these two goals reached? What were the factors that contribute to or inhibit the attainment of these goals?

Amitim-Fellows from 19 participating JCCs responded to the final survey, which was administered in November 2016. This analysis focused on the 12 JCCs whose Fellows reported that the Amitim-Fellows program was successful "to a great extent." We examined the factors distinguishing these 12 from the other 7 JCCs who had Amitim-Fellows answering the November 2016 survey. We examined the patterns of impact of the Amitim-Fellows program on these 12 "very successful" JCCs and compared the responses of the Fellows to three additional surveys taken over the course of the program, since its inception in 2014.

We learned that the Amitim-Fellows strategy for change at JCCs played out as expected at the JCCs whose Fellows reported the program as "very successful." In other words, at 12 of 19 JCCs whose Amitim-Fellows responded to the survey, the program accomplished its goals. At the other JCCs, goal attainment was partial.

We divided the 12 "very successful" Amitim-Fellows JCCs into two groups:

- **Already Committed:** These are the Fellows who reported high levels of global Jewish culture at their JCCs. They came to the Amitim-Fellows program invested in thinking about Jewish Peoplehood and the connection of their JCC to JCC Global and to colleagues in other countries. The Fellows shared their JCCs’ increasing commitment to the JCC Global network and reported that the program provided them with the opportunity to reflect on and strengthen what they were already doing rather than acquiring new knowledge.

- **Newly Initiated:** These are the Fellows who reported moderate to low levels of global Jewish culture at their JCCs. At the start of the Amitim-Fellows program, they devoted less thought to Jewish Peoplehood and had less exposure to JCC Global. For these Fellows, the impact was
generated from acquiring new knowledge and experiences through the exposure to the JCC Global network and the connection to colleagues working in other countries.

Utilizing the distinction between the already committed and the newly initiated, the recommendations focus on three areas:

1. Maximizing the benefits of the Amitim-Fellows program for the personal and professional growth of the participants.
2. Maximizing the institutional benefits of the Amitim-Fellows program for community development and staff and board development.
3. Developing practices for the Amitim-Fellows, cohort two.
The Amitim-Fellows

JCC Global's work to build a network of more than 1,200 JCCs worldwide is a 40-year-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.

Launched in 2013, JCC Global’s Amitim-Fellows – A Global Leadership Network is a cutting-edge experimental program designed to train change agents in JCCs so that they embrace Jewish Peoplehood concepts and bring programs with a global Jewish focus to their JCCs. The goal was for the Fellows to develop and sustain an active global network that will bring global Jewish programming 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 at least 5000 members in total and enlarging the scope of Jewish Peoplehood in their JCCs and communities.” There are 55 Amitim-Fellows from 25 JCCs in 11 countries working on 7 global partnership projects.
Evaluation Goals

This report focuses on the two primary goals of the Amitim-Fellows program:

1. To increase the role of the global Jewish dimension at participating JCCs
2. To bring each JCC to actively contribute to the JCC Global network.

To what extent are these two goals reached? What are the factors that contribute to or inhibit the attainment of these goals?

To answer the above questions, we compared the JCCs that reported the Amitim-Fellows program as very successful with those that regarded the program as less than very successful. We seek to understand if perceptions of success align with JCC Global's goals for the Amitim-Fellows, and if so, what factors lead to the Amitim-Fellows program’s success in increasing the presence of the global Jewish dimension at a JCC and its engagement with the JCC Global network.
Methodology

This report draws on the following data:

1. **Start of the program survey.** The survey was administered between May 19 and June 3 of 2014. Out of 54 contacts, 50 responded, giving a 93% response rate. In addition, the Amitim-Fellows Program Director, under the guidance of the research team, carried out six interviews with Fellows at the start of the program.

2. **Post–Budapest Conference survey.** The survey was administered from July 14 to August 4 of 2014. Out of 53 Fellows, 48 who attended the conference responded (91% response rate).

3. **Post–Jerusalem Amitim-Fellows Conference survey.** The survey was conducted following the Jerusalem Amitim-Fellows Conference held on November 1–6, 2015. We received a mailing list of 54 Amitim-Fellows, of which 46 responded (85% response rate). In addition, a focus group was conducted at the Jerusalem Amitim-Fellows Conference with participants in the Hamsa project.

4. **Check-in survey.** The survey was administered in November and December 2016. From 55 contacts, 30 responded (55% response rate).
The Amitim-Fellows Program Strategy for Building the JCC Global Network

Based on the findings from the initial stage of research following the Budapest Conference in November 2015, we developed the following model, which depicts the Amitim-Fellows strategy for bringing JCCs to engage with the global Jewry. The success of the Amitim-Fellows depends on a cycle composed of three steps:

1. **Global Jewish orientation**: The initial goal is to orient the JCC staff and leaders about the importance of the global Jewish dimension at their JCC and their connection with other JCCs worldwide.

2. **Practical value**: Through participation in JCC-to-JCC partnership projects and collegiate networking, the Amitim-Fellows convert their perception of the importance of global JCC into an increased global Jewish presence in the working culture of their JCCs. Success depends on the Fellows reporting an increased role of the global Jewish dimension at their JCCs.

3. **Engagement with JCC Global**: Successful JCC-to-JCC partnership projects feed the motivation of each JCC’s leadership and staff to continue to engage with the global Jewish dimension and with other JCCs worldwide through the JCC Global network and to contribute to the growth of the network.
Success

Fifty-five percent of the Amitim-Fellows reported that the program succeeded "to a great extent" (exhibit 2). These Amitim-Fellows represent 12 of the 19 JCCs who responded to the November 2016 survey.

What distinguishes the JCCs whose Fellows reported the Amitim-Fellows program as "very successful" from the other JCCs? Do the characteristics of these "very successful" JCCs support the Amitim-Fellows strategy for change (shown on the previous page)?

Exhibit 2: Overall, to what extent would you say that the Amitim-Fellows program was a success?

- Not at all, 0%
- To a small extent, 10%, 10%
- To an extent, 35%, 35%
- To a great extent, 55%
Overall Impact

The Amitim-Fellows change strategy is supported by the Fellows who reported "success to a great extent." They are the most likely to report impact at all three steps of the change strategy (exhibit 3).

Exhibit 3: Impact Reported

1: Global Jewish Orientation

• Reinforced feelings of belonging to a global community of JCC professionals and volunteers and "learning from the diversity of other participants"
• Benefits from the connection to Jews from other Jewish communities and professional networking for the Amitim-Fellows personal and professional sense of Jewish identity

2: Practical Value

• Ripple effects of the Amitim-Fellow projects on their JCC, including on staff, other JCC members and other JCC board members
• Providing a path for active community members to further their connection to the JCC and for connecting community members to global Jewry

3: JCC Global

• Increased personal motivation to contribute to the JCC Global network
• Increased commitment of JCC to the connection to other JCCs worldwide
• More likely to view JCC Global as a valuable partner
Four Patterns of Impact
Critical Variable – Global Jewish Culture (GJC) at a JCC

When GJC was moderate to high at a JCC, success was reported at all three steps of the Amitim-Fellows change strategy.

- Nine of the 12 JCCs whose Fellows reported the program as successful "to a great extent" also reported increased commitment to the other JCCs worldwide and view JCC Global as a valuable partner for that purpose.

- What sets these nine JCCs apart is that their Amitim-Fellows all reported moderate to high levels of GJC at their JCCs.

- JCCs with Fellows reporting low to very low GJC were less likely to have increased commitment to the network due to their participation in the Amitim-Fellows.

Four factors determine GJC at a JCC:

1. Integrating: JCC staff can state the benefits for integrating the global Jewish dimension into their work.
2. Programming: Global Jewish issues were raised in JCC-sponsored community programs in the past year.
3. Contributing: The JCC actively contributes to the JCC Global network.
4. Mentoring: The JCC provides mentoring for other JCCs.

A JCC whose Amitim-Fellows reported three or four of these factors is categorized as having a "high" to "very high" level of global Jewish culture. Two factors are equal to a "moderate" level, one factor is equal to a "low" level, and none means a "very low" level.
Pattern One: Intensify Existing Commitment

These are the six JCCs whose Amitim-Fellows reported **high GJC** at their JCCs. They reported:

**Personal Benefits**

These Amitim-Fellows were more likely to be involved with JCC Global at the start of the program and were more likely to be professionally energized from their participation in the Amitim-Fellows. That feeling seems to come from the opportunity to reflect on the work they are already doing within the framework of meetings with colleagues from other JCCs and to think about topics in which they are already immersed, such as Jewish peoplehood and the connection of their JCC to global Jewry. They were less likely to acquire new knowledge.

"*In the areas where I focus on my JCC work, we face different challenges and questions, a central one of which is Jewish peoplehood and our ability to move beyond the locality in which we work. The Amitim program definitely helped me further develop my thinking and understanding in this area.*"

"*Now, I have a global support network to draw from.*"
Institutional Benefits

- These Fellows from high GJC JCCs reported their JCCs’ intensifying commitment to JCC Global. They were also the only ones who reported the benefit of the Amitim-Fellows for lay and volunteer engagement and leadership development at their JCCs.
- In addition, these Fellows reported the most extensive benefits for programming at their JCCs and the strengthening of the connection of their JCCs to the JCC Global network.

"JCC Global’s Amitim program created the foundation for a new awareness of global peoplehood for our board and staff and has led to ongoing connections with one of our partners."

"Not only did we directly benefit from the program; we were able to connect to an entire community. Participants, staff members, and lay leaders had the opportunity to learn from each other."
Peoplehood

At the start of the Amitim-Fellows program, these Fellows were most likely to have thought about the implications of the Peoplehood concept for their JCC and their work at their JCCs.

- They reported the greatest growth in terms of their understanding of the Peoplehood concept from the start of the program in 2014 through November 2016.

- Yet, they are skeptical regarding the efficacy of the Peoplehood concept and the contribution of the Amitim-Fellows in helping to translate that concept into a framework (the Peoplehood prism) for tackling key challenges at their JCCs.

"I assume that the concept of Jewish peoplehood can contribute a great deal to understanding the situation of a Jewish community. Jewish identity is not exactly religious; thus, it is complex and covers many areas. However, I find the term "Peoplehood" to be overloaded and has not contributed sufficiently to clarifying our core concerns."
Pattern Two: The Newly Initiated to JCC Global

These Fellows are from three JCCS who rated the Amitim-Fellows as "very successful" and reported moderate levels of global Jewish culture at their JCCs.

- They entered the Amitim-Fellows with relatively little knowledge and thought devoted to Jewish Peoplehood and the connection of their JCCs to JCC Global and to Jews who live in other countries.
- The Fellows at these JCCs also reported impact on programming at their JCCs and the strengthening of the connection of their JCCs to the JCC Global network.

"Our JCC members learned more about the JCC Global network and tightened their connections with other JCCs and their members, exchanged experiences, were inspired and motivated to be more active."
For the "newly initiated," a major impact of their participation was acquiring new knowledge and exposure to JCC Global. They reported that they will most likely benefit from learning about the Peoplehood concept and to regard the concept as useful for tackling key challenges at their JCCs.

"Thank you for the connection you have given us. It opens a window towards the possibility of understanding we are not alone and that challenges are shared and we can grow in different directions but holding hands."

"The contribution of working together with other communities and JCCs connects us to a global vision that we are part of a People and not just a local community. We leave the isolation."
Pattern Three: Moderate Impact

These are the three JCCs whose Amitim-Fellows rated the program as very successful and reported low levels of global Jewish culture at their JCCs. They reported positive impact "to a large extent" for the first two steps of the Amitim-Fellows change strategy but were less likely to report impact on step three, their JCCs’ connection to JCC Global.

- They reported increased personal motivation to contribute to the JCC Global network and were the most likely to cite impact on their personal Jewish identity from their interaction with Jews from other countries.

- They entered the Amitim-Fellows with relatively little knowledge and prior thought devoted to their personal connection and the connection of their JCCs to JCC Global and to Jews who live in other countries. A major impact was acquiring new knowledge and exposure to JCC Global. They were the most likely to report benefit from learning about the Peoplehood concept and its efficacy for tackling key challenges.

- They were less likely to be personally "energized" in terms of their professional work from their participation in the Amitim-Fellows. Rather, they focused on the benefits derived from the Amitim-Fellows for programming and community development, even though these benefits were not as extensive as those reported by the Fellows in patterns one and two.

"But for our participation in JCC Global’s Amitim program, global awareness and partnerships would not be on our agenda."

"The program increased prestige of our JCC amongst our members and the creation of a quality program connecting our youth to Jewish youth in other countries."
Pattern Four: Partial Implementation

These are the seven JCCs whose Fellows reported that the Amitim-Fellows project was successful "to an extent" or less. They were also more likely to report low levels of global Jewish culture at their JCCs and to report lower levels of impact on most of the measures shown in Exhibit 3.

"The Amitim project is a great idea and one we continually aspire to develop. Challenges in house and budget also play a part."

"We did not succeed in developing a sufficiently robust connection between our communities, although we did succeed in implementing our project."
Recommendations

This analysis focused on the 12 JCCs whose Fellows reported that the Amitim-Fellows program was a success "to a great extent." We examined the factors distinguishing these 12 from the other 7 JCCs who had Amitim-Fellows answering the November 2016 survey and the patterns of impact of the Amitim-Fellows program at these 12 "very successful" JCCs. Based on the analysis, we offer the following recommendations.

Benefits for Personal and Professional Growth

There are two general groups of Amitim-Fellows.

- **Already Committed:** These are the Fellows who reported high levels of global Jewish culture at their JCCs. They come to the Amitim-Fellows program invested in thinking about Jewish Peoplehood and the connection of their JCCs to the JCC Global and to Jews in other countries. For these Fellows, the primary benefit of participation in the Amitim-Fellows is the ability to reflect on what they are already doing rather than acquiring new knowledge.

- **Newly Initiated:** These are the Fellows who reported moderate to low levels of global Jewish culture at their JCCs. At the start of the Amitim-Fellows program, they had devoted less thought to Jewish Peoplehood and had lower exposure to JCC Global. For these Fellows, the program’s impact is generated from acquiring new knowledge and experiences derived from exposure to the JCC Global network.
**Recommendation:** Focus on the differences between the already committed and the newly initiated, with the goal of most effectively contributing to the experience of both.

- **Mentoring and Leadership.** The already committed reported that their JCCs were most likely to increase their commitment to the JCC Global network, including the mentoring of other JCCs. Each JCC partnership should include a JCC with high levels of global Jewish culture or a mentor. That JCC or mentor will be invited to take on a leadership and mentoring role in the partnership project. The connection of the already committed to JCC Global will be strengthened by encouraging them to take on leadership and mentoring responsibilities. The newly initiated will benefit from and be inspired by the experience and motivation of their colleagues.

- **Reflecting vs. Acquiring New Knowledge.** The already committed Fellows were the most likely to have come into the program engaged with thinking about Jewish Peoplehood, yet they were the most skeptical about the contribution of the concept to their professional work and its significance to their JCCs. The already committed and the newly initiated need complementary learning pathways within a common program. While the newly initiated reported impact on their JCCs in terms of exposure to new ideas and experiences, the already committed need opportunities to reflect on and develop their professional knowledge and experience through discussion and networking with colleagues. By offering more opportunities for the latter, the already committed will be able to better contribute to their knowledge and experience, benefiting themselves and the newly initiated.
Institutional Benefits

Benefits for Community Development
We learned that the Fellows who rated the Amitim-Fellows as very successful were also the most likely to report the following:

- The program contributed to connecting Jews at their JCCs to Jews who live elsewhere and engaging community members who already have a connection to their JCCs.
- Fewer reported substantial benefits in the areas of engaging Jewish community members who have little connection to their JCCs and developing their local Jewish communities.

Recommendation: In reviewing projects for cohort two, JCC Global should do the following:

- It should encourage the Amitim-Fellows to develop partnership projects focused on engaging connected community members and to actively develop a strategy by which empowering active JCC members will have ripple effects through the JCC professional staff, lay leadership, and the larger community.
- Documenting successful community development strategies is also important.
  - Documentation will enable JCC Global to understand which projects work best. JCC Global staff should, early in the partnership process flag those projects that are unlikely to have a broader ripple effect on their JCCs.
  - Documentation of the partnership projects will also enable the already committed Fellows to effectively share their knowledge and experiences with others.
Staff and Board Development

Fellows who reported high levels of global Jewish culture at their JCCs stand out in that they were the only ones who reported the Amitim-Fellows program’s benefit for lay and volunteer engagement and for leadership development at their JCCs. These Fellows also reported that their JCCs were most likely to have increased commitment to JCC Global.

**Recommendation:** Documentation of best practices at these JCCs is critical for understanding how their partnership projects and participation in the Amitim-Fellows lead to institutional impact, the extent of which is less likely to occur at the other JCCs.

**Recruiting for the Amitim-Fellows**

**Recommendation:** The presence of JCCs with moderate to high levels of global Jewish culture and staff who are already committed at the start of the program is essential for the success of the Amitim-Fellows. These JCCs and their staff serve as the growth engine for the JCC Global network and bring energy, experience, and commitment to the Amitim-Fellows. The Amitim-Fellows serves as a vehicle for tapping into their motivation and desire to contribute to their JCCs and the Jewish People. When JCCs with moderate to high levels of global Jewish culture take leadership positions in partnerships with JCCs with lower levels of global Jewish culture, all will benefit.

Given their importance, we recommend prioritizing the recruitment of "strong JCCs" for the second Amitim cohort and encouraging the strong JCCs from cohort one to continue their participation in cohort two.
Supporting Data
Numbers of Participants in Amitim-Fellows Projects

- An average of 37 individuals participated in the Amitim-Fellows projects at their JCCs, with an estimated 1,070 participants for all the projects (Exhibit 5).
- An additional 215 individuals were touched on average at the participating JCCs, with an estimated 6,235 individuals touched by all the Amitim-Fellows projects (Exhibit 5).

Exhibit 5: Approximately how many individuals have been touched in any way by your Amitim-Fellows project?

<table>
<thead>
<tr>
<th></th>
<th>Average Number Per JCC</th>
<th>Estimated Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of direct participants in the Amitim-Fellows project</td>
<td>37</td>
<td>1,070</td>
</tr>
<tr>
<td>Number of individuals in your community touched by the Amitim-Fellows project</td>
<td>215</td>
<td>6,235</td>
</tr>
</tbody>
</table>
Success per Project

Of the seven projects, for which there was sufficient survey response, a majority of four stated that the Amitim-Fellows program was a success "to a great extent" (Exhibit 6).

Exhibit 6: Overall, to what extent would you say that the Amitim-Fellows program was a success (by project)?

<table>
<thead>
<tr>
<th>Project</th>
<th>To a great extent</th>
<th>To an extent</th>
<th>To a small extent</th>
<th>Total</th>
<th># Respondents</th>
<th># of JCCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>L'alliance teen and media</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>100%</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Family Tree</td>
<td>71%</td>
<td>14%</td>
<td>14%</td>
<td>100%</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Hamsa teen leadership</td>
<td>67%</td>
<td>33%</td>
<td>0%</td>
<td>100%</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Mekorock Jewish sources and music</td>
<td>60%</td>
<td>20%</td>
<td>20%</td>
<td>100%</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Project</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Adam Adama</td>
<td>20%</td>
<td>60%</td>
<td>20%</td>
<td>100%</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>ecology and judaism</td>
<td>0%</td>
<td>100%</td>
<td>0%</td>
<td>100%</td>
<td>1*</td>
<td>1*</td>
</tr>
</tbody>
</table>

*Response too low to provide reliable per-project response.*
Success of the Amitim-Fellows per JCC

To understand the factors that bring a JCC to view the Amitim-Fellows as successful and to see the role of a global Jewish culture at a JCC in that process, we divide the participating JCCs into five groups (exhibit 7). Each group is defined by the majority of respondents from a particular JCC rating the success of the Amitim-Fellows and the score given for the global Jewish culture at their JCC.

- **Amitim-Fellows Successful to a "Great Extent"**
  - Group One (blue): six JCCs with "high" or "very high" global Jewish culture
  - Group Two (purple): three JCCs with "medium" global Jewish culture
  - Group Three (green): three JCCs with "low" global Jewish culture

- **Amitim-Fellows Successful to an "Extent"**
  - Group Four (gray): five JCCs with "low" to "very low" global Jewish culture

- **Amitim-Fellows Successful to a "Small Extent"**
  - Group Five (orange): two JCCs with "low" to "very low" global Jewish culture

Exhibit 7: Mapping the interaction of perceptions of success of the Amitim-Fellows and global Jewish culture at the JCCs

<table>
<thead>
<tr>
<th>Assessment of Success</th>
<th>Global Jewish Culture at JCC</th>
<th>Projects</th>
<th>Special Needs</th>
<th># Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Extent</td>
<td>Very High</td>
<td>L’Alliance 1 (Khmelnitsky, UKRAINE)</td>
<td>1 (Brooklyn, NY)</td>
<td>4</td>
</tr>
<tr>
<td>Great Extent</td>
<td>High</td>
<td>2 (Orange County)</td>
<td>1 (Paris)</td>
<td>4</td>
</tr>
<tr>
<td>Great Extent</td>
<td>Moderate</td>
<td>1 (Orange County)</td>
<td>1 (Toronto)</td>
<td>5</td>
</tr>
<tr>
<td>Great Extent</td>
<td>Low</td>
<td>1 (Beit Hakerem)</td>
<td>1 (Moldova)</td>
<td>3</td>
</tr>
<tr>
<td>Extent</td>
<td>High</td>
<td>1 (Kfar Yona)</td>
<td>1 (Krakow)</td>
<td>1</td>
</tr>
<tr>
<td>Extent</td>
<td>Low</td>
<td>1 (Mexico City)</td>
<td>1 (Eilat)</td>
<td>5</td>
</tr>
<tr>
<td>Extent</td>
<td>Very Low</td>
<td>2 (Jerusalem)</td>
<td>1 (Beer Sheva)</td>
<td>5</td>
</tr>
<tr>
<td>Small Extent</td>
<td>Moderate</td>
<td>1 (Mexico City)</td>
<td>1 (Tenafly, NJ)</td>
<td>1</td>
</tr>
<tr>
<td>Small Extent</td>
<td>Low</td>
<td>1 (Tenafly, NJ)</td>
<td>1 (London)</td>
<td>1</td>
</tr>
<tr>
<td>Total Respondents</td>
<td>4</td>
<td>7</td>
<td>4</td>
<td>19</td>
</tr>
<tr>
<td>Total JCCs</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>19</td>
</tr>
</tbody>
</table>