



3/15/05

JCCs in the FSU: The Next Generation The Next Stage

1. The Mission

The main mission of the World Confederation of Jewish Community Centers is to encourage the development of JCCs worldwide and strengthen Jewish identification. As such, WCJCC together with AJJDC and affiliate organizations launched in September 2003 the project: "**JCCs in the FSU: The Next Generation.**" Its main goal was to enable FSU JCCs to reach the next level of competence and excellence. Through WCJCC affiliate regional networks and sponsors we were able to tap four distinguished mentors from North America, England and Israel. The four mentors were teamed with executive directors of five JCCs in the FSU: Moscow, Minsk, Dnepropetrovsk, Zaparoché and Kharkov. The Florence G. Heller/JCCA Research Center was chosen to provide evaluation of the project and monitor the progress of each stage. From the initial reports it is already clear that the project has contributed a great deal to the target population of the FSU mentees. In addition, the project inspired and personally transformed the mentors as well.

As JCCs in the FSU heard about the project we received more requests to participate in the project. In turn, affiliate organizations, sometimes hesitant at first, have become strong advocates of the project and are willing to contribute in the future.

In this proposal we would like to expand the project to four new cities. In addition, we would like to continue with the mentorship in the five cities that are already in the project. Having nine JCCs in the FSU benefit from worldwide mentors will create a cadre of stronger JCCs that in turn will help develop the next cycle of FSU JCCs.

These long-term goals were outlined for the project:

- a. Mentoring JCCs in the FSU in specific service areas (such as early childhood, youth, adults, seniors, cultural arts, health and fitness, marketing, membership, special needs, staff training, lay leadership development) by accessing high level consultants who will be willing to make a long-term commitment.
- b. Developing new initiatives in areas of special expertise. For example: Jewish education, Israel programs, creating standards for JCCs, long term planning and more.
- c. Cultivating lay leaders from North America and other countries to become involved in FSU JCCs and become prospective donors and mentors. In addition to their involvement with FSU JCCs, they could be cultivated to become future leaders, as they will acquire a global Jewish overview and understanding of the needs of Jewish communities in various parts of the world.
- d. Creating personal relationships between professionals and lay leaders in Jewish community centers thereby opening the doors for long-term collaboration and joint programming for meaningful twinning with FSU centers, Israel and the rest of the Diaspora.
- e. Helping the actual building of JCCs in the areas of design, construction and renovation.

2. The Need

Reports from the five JCCs in the FSU, which are participating in the first phase of the project, already indicate that the project far exceeded our expectations. The vast experience brought by the mentors, coupled with the ability to form a strong personal relationship and a willingness to learn and change on the part of the mentees, proved that mentorship can make a difference. We are now ready to open up the project to four new cities that have shown keen interest to receive a mentor. In addition, during this phase, we would like to continue mentoring the five FSU JCCs that have been participating in the project. Thus, at the end of two years there will be nine JCCs in the project and we will be ready to embark on yet another expansion.

3. Implementation

The implementation model that was conducted in the pilot project proved itself as effective. In the FSU, JDC country directors and JDC FSU department senior staff were involved in the recruiting, preparing and supervising the FSU side of the project. Representatives of affiliate organizations took responsibility for recruiting the mentors and preparing them. WCJCC directed the project, communicated with all the participants in the project, supervised each visit and each segment of the project. Evaluating each and every visit helped improve the project and answer needs that were not foreseen at first. Finally, changing circumstances (especially the need to postpone visits mainly due to changes in the FSU such as hiring new people, the tensions in the Ukraine etc.) still require a lot of personal attention, patience and flexibility in the implementation of the project.

Stage two- implementation outline

Goal:

Mentoring JCCs in the FSU in specific service areas by accessing high level consultants who are willing to make a long-term commitment.

Participating JCCs:

Selecting four suitable JCCs in the FSU for stage two:

Kishinev, Moldova

Kazan, Russia

Tashkent, Uzbekistan

Novosibirsk, Siberia, Russia

Participating Consultants:

Selecting four consultants from the JCC movement in North America, Israel and Latin America or Europe.

Time Frame:

A minimum of two years

4. Stage two- detailed description (beginning October 1, 2005)

Months 1-2

- a. Selecting four suitable JCCs in the FSU that have the capacity and willingness to participate in such a project (this has already been done).
- b. Selecting four mentors from the global JCC movement that will partner with the selected JCCs in the FSU. It is recommended to choose two from North America, one from Israel and one from another part of the world, Latin America or Europe. The choice and selection

of mentors will involve local staff, JDC country directors and senior staff of the regional networks of JCCs. Guidelines for on going communications will be developed in order to keep all the partners involved.

- c. Experience proves that first hand involvement and supervision is necessary for such a complicated project to succeed. Therefore, a part time director and coordinator are need for training and preparing the consultants and the host JCCs, coordinating the visits and maintaining on going communication with all four FSU JCCs and all the partners.

Months 3-15

- a. A selection and preparation visit to the participating JCCs in the FSU by relevant staff members and the hired coordinator.
- b. During this time, three visits of 5-7 days each by the consultant to the JCC in the FSU will take place. The first visit, will include: an introduction, learning experience, setting of expectations and modes of operation, establishing the personal and professional relationships, assessing the strengths and needs of each JCC and understanding the local and regional frameworks.
- c. The second visit will continue the consultation with specific hands on meetings and training days. A day of training on the theme of expertise will be offered to other JCCs in the periphery, perhaps with a day visit to another JCC as well.
- d. Between the two visits on going communication and consultation will take place using communication methods available.
- e. A visit of the local FSU JCC executive director to the consultant's center.

Months 16-18

The project will culminate with a training seminar that will take place, preferably in Israel and will be part of a summary and evaluation process. The third and final visit of the mentor will be part of this trip.

Goals:

- a. A summary of the first stage and as a springboard to future relationships.
- b. Networking among members of the project to ensure the continuation of the project.
- c. A think tank for taking the project to the next step.
- d. Training the four FSU directors to become local mentors to other JCCs in the FSU.

5. Continuation of first stage of pilot project.

As the first stage of the pilot project will be completed by December 31st 2005, we would like to ask for a mini grant to enable a continuation for another two years. This additional time will enable strengthening changes that have begun and take time to implement. In addition, adding four new cities to the project will enable to have a cadre of nine cities that can help shape and influence the next stage.

Implementation outline (beginning January 1, 2006)

Months 1-6

Mentee visiting the mentor's community for a reciprocal visit. (one visit)

Months 6- 12

Mentors visit to FSU, based on the guidelines of the project. (two visits)

Months 12-18

Attending the joint seminar together with the members of the second stage project.
Completion of the mentorship.

6. Evaluation

A comprehensive proposal involves a major monetary investment. We suggest developing suitable evaluating and measuring tools to assist reaching the goals of the project. A professional advisory committee will supervise this aspect of the project.

The Florence G. Heller JCCA Research Center will continue the evaluation of the project.