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## Will BMW Drive Change in Jewish Community Institutions?

By Brenda Gevertz, Executive Director, JCSA

Although the full impact of the deep and continuing recession on retirement plans for Baby Boomers remains unclear, there is certainly clarity that the Jewish community's institutions are poised for seismic changes in executive leadership. In a 2009 monograph published by the Jewish Funders Network, with research by Dr. Michael J. Austin and Tracy Salkowitz, "Executive Development and Succession Planning,"\* an estimated 75%-90% of Jewish community agencies will "face the challenge of finding new executive leadership" within the next five to ten years.

Most recently, Dr. David Elcott at the Research Center for Leadership in Action/ Berman Jewish Policy Archives of the Wagner School of New York University, reported on "Baby Boomers, Public Service and Minority Communities: A Case Study of the Jewish Community in the United States."\* Although Dr. Elcott's study was not primarily focused on the executives poised to retire, his work was "grounded in the hypothesis that Baby Boomers (defined as Americans born from 1946-1964), as they age over the next decade, will re-conceive a stage of life from about 60-80 years old, and as they do, force shifts in communal institutions currently ill-suited to the re-conceived vision." Many of Dr. Elcott's focus group participants were from Jewish communal institutions and it is evident that his findings have important implications for anyone concerned with the vitality of our community.

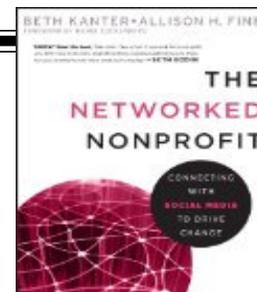
Diminished or depleted pension funds and the high cost of health care may be keeping some Baby Boomers in the workforce long beyond their desired retirement, but research suggests that among those closest to — Continued on page 3

\* See page 3 for link to full study

### JCSA Continental Conference Call

## THE NETWORKED NONPROFIT

With **ALLISON FINE** & LISA COLTON, *Darim Online*



Many non profit organizations have dipped their toes into the set-me-free world powered by social media. Now what? Nonprofit organizations are facing a confusing, fast moving environment, which is tempting but also frightening. **The Networked Nonprofit**, a new bestselling book by leading bloggers and thinkers, **Beth Kanter** and **Allison Fine**, enables organizations to overcome their fears of losing control and to evolve to meet the informational and cultural needs of today's donors and volunteers. **Allison** will share how networked nonprofits work (transparently, simply, and with lots of social media) and what they can do (engage crowds, tap into the abundant talents and generosity of crowds) to raise money and solve problems. She will discuss the myths and realities that make organizations leery of opening themselves up, and share specific stories of organizations that are becoming networked nonprofits.

**Date:** Monday, October 18

**Time:** 2:00pm EDT/11am PDT

For further information and to register, please visit [www.JCSANA.org](http://www.JCSANA.org)

To purchase The Networked Nonprofit, please visit JCSA's aStore: <http://astore.amazon.com/wwwjcsanaorg-20>

# Giving Purpose to Our Work

By: *Arthur Sandman, Executive Vice President, Jewish Agency International Development, JAFI*

For many Jews, the holidays, Rosh Hashanah and Yom Kippur, are already a distant memory. For most Jewish communal workers, the patterns of our workplaces, if not our personal religious orientations, assure that, for us, a longer season of holidays has just come to a close, and with it, its rituals, from the piercing sound of the shofar, to the words of Kol Nidre, to the waving of lulav and etrog, to Shemini Atzeret, the festival on which we recall....

Time out. It's time for a confession. On Rosh HaShanah, the major thought going through my head during the sounding of the shofar is "what am I supposed to be getting out of these sounds?" On Kol Nidre, "what's this mumbo-jumbo about annulling vows?" On Sukkot, "shake forward 3, right 3, back 3, left 3, up 3, down 3." And on Shemini Atzeret, "nobody has a clue what this is about."

And I'm not the only one. These are not the "salt water=tears, charoset=bricks" brand of rituals that have tangible meaning. In so many sermons over the holidays, our rabbis struggle mightily to invest with meaning a series of rituals that have very little apparent significance, hoping that we will take something from the observance.

And if these rituals are devoid of apparent meaning, they are followed by *Mar* (Bitter) Heshvan, the month that has no holidays, special occasions, or rituals (and no office closings).

Now that we're back to a normal work schedule, we may be dulled by the routine of our every day. Worthy as our profession is, our work is filled with mundane tasks disconnected from high purpose.

But, because in the end, I somehow found meaning in a sound on Rosh HaShanah, in a legalistic formulation on Yom Kippur, in an over-priced lemon on Sukkot, and in a holiday with no discernable reference on Shemini Atzeret, I will discover the meaning in my everyday as I return to routine in *Mar Heshvan*.



*Arthur Sandman*

## Seeing Green:

# Cost Saving and Environmentally Friendly Ideas

By: *Rachel Perten, Program Coordinator, JCSA*



We often think about ways to green our homes, hoping to spot the improvements in our energy bills, but what if you knew of some quick and easy ways to significantly impact the energy usage in your office, as well? Here at the JCSA office for example, we use motion-sensor lights. Also, did you know that by just turning your computer off at night will save your company (on average) about \$75 per year on the electric bill? Now multiply that by all of the computers in your agency, on your floor, or even in your entire office building! That comes to thousands of dollars and tons of energy saved by taking this simple action before leaving!

A wonderful and cost-effective way to determine an office's energy usage is through conducting an **energy audit**. During an audit, an expert examines the building for unnecessary energy use (such as air leaks) as well as ways to maximize energy usage (such as with more efficient lighting and heating/cooling systems). The goals of an audit are to identify sources of energy waste, inefficient energy use and the most cost effective energy saving opportunities for your specific building. One caveat however: if your building is fairly new (built or renovated within the past 3 years) an energy audit was most likely done during the construction process and there is no need to do it again. Conversely, if your building is old and your bills are high, an energy audit is most certainly for you!

There are several ways to get started with your energy audit. The U.S. Department of Energy has outlined the simple rules to follow when conducting your own energy audit (see their website for further details: [http://www.energysavers.gov/your\\_home/energy\\_audits/index.cfm/mytopic=11170](http://www.energysavers.gov/your_home/energy_audits/index.cfm/mytopic=11170)). You can also hire a professional auditor to do a thorough examination of your office's energy use and level of efficiency. Many utility companies offer free or discounted energy audits to their customers, so check with your utility company before you schedule an audit with a professional. Although you may not be in charge of your facility you can still make some substantial changes in its energy usage. Look into an energy audit; you might be surprised at what you find!

Continued from page 1 —

retirement (57-62 years), a large percentage plan to continue working. Work provides “tremendous” satisfaction for three out of four in this age cohort. In Elcott’s survey, “almost 80% of the respondents...may be looking to continue what they are doing or will be looking for some form of a meaningful Encore career in their 60s and 70s.”

These two research reports suggest that we may have substantial opportunities to re-envision the leadership structure of Jewish community institutions. *How so?* Let’s look at one more experience reported as a case study in the Harvard Business Review. <http://hbr.org/product/how-bmw-is-defusing-the-demographic-time-bomb/an/R1003H-PDF-ENG> As this article reports, BMW asked the question "How are we going to maintain our productivity as the workforce gets older and older?" By listening to the needs of their workers, then enabling them to design and implement changes, BMW actually increased the productivity of their experimental group by 7%—and at a *total* cost of approximately \$50,000. BMW now plans to implement these changes in more of their production plants.

While it is true that Jewish community agencies are not producing luxury cars and most offices run like assembly lines, there are important lessons in this experience. In 1985, 11% of people 65 and older remained in the workforce and according to the Bureau of Labor Statistics that number will double by 2018. With an aging Jewish community workforce, how will we meet the needs of this group, insure smooth successions when needed, and retain the vitality and talent—both lay and professional-- that our community requires?

One major area we need to consider is in work-life balance. Although it is often stated that this is a major issue for Millennials—those younger workers now beginning their careers, it is a shared concern in which the Jewish community has lagged. The ability to have flex time, extended vacations and shared responsibilities are just some of the solutions that could help older workers extend their wisdom, continuity and experience. Rather than watching helplessly as talented leadership leave voids in top community positions, we can build a strong future with creative responses that will enable both the workers and their institutions to flourish.

#### **Links to referenced studies:**

JFunders Network Monograph: [http://jfunders.org/data/n\\_0001/resources/live/KARCO\\_JFN%20Txt.pdf](http://jfunders.org/data/n_0001/resources/live/KARCO_JFN%20Txt.pdf)

BJPA Study: <http://bjpa.org/Publications/details.cfm?PublicationID=5154>

## **IRVING KESSLER, z”l**

*May his memory be a blessing.*

Irving Kessler, 88, Executive Vice Chairman Emeritus of the United Israel Appeal (UIA), passed away on Sunday surrounded by family in Chicago. Irving served UIA from 1974-1988 and then was senior advisor to the Chairman of the Jewish Agency for Israel (JAFI), Mendel Kaplan (z”l), for several years. Irving, an American veteran of WWII, had previously been the Executive Director of the Jewish Federation of Greater Hartford, and Staff Associate for the Combined Jewish Philanthropies of Greater Boston.

As a partner with UIA lay leadership, Irving brought the work of the Jewish Agency for Israel to the American Jewish public and to the Federations. As part of the earliest efforts to secure U.S. Government funding for immigration to Israel, which continues, Irving was a leader in the cause of Soviet and Ethiopian Jewry. It was Irving who secured a line of credit because of UIA’s strong reputation in the banking circles, to serve as the paymaster for the first planes carrying Ethiopian Jews from refugee camps in the Sudan to freedom in Israel in 1984. This was the beginning of Operation Moses.

He was active in the Association of Jewish Organization Communal Professionals (AJCOP) receiving its highest honor for professional service, the Distinguished Service Award. He was President, as well, in the international professional association of the World Council of Jewish Communal Service.

In his later years, Irving devoted a great deal of time to his family and lived in Newport, Rhode Island with his wife, Greta. They were members and supporters of Newport's Touro Synagogue in which they married in 1955. In recent years Irving volunteered at the Veterans Administration and the Newport Hospital.

Irving’s life was about Israel. He exemplified the saying in Pirkei Avot, “Say little and do much.”

Baruch Dayan Emet, May Irving’s memory be a blessing.

# Agency Spotlight: JCC of Staten Island

By: Deana Ifrah, Student Intern, JCSA

The JCC of Staten Island opened its doors for the first time in 1929. Since that day, they have grown immensely and now own three buildings throughout Staten Island with their flagship, Bernikow JCC, located in the center of the Island. The JCC of Staten Island is proud to offer programs and services which are accessible to everyone in the larger Staten Island area Jewish community.

The SIJCC provides a very wide range of activities for all ages. There is a daycare for infants starting at age three months, day programs for people over the age of sixty, and everything in between. There are also programs provided which are geared towards different cultures such as the very large Russian Jewish community on Staten Island. One such program highlight features a circus performer, trained in Russia, teaches children circus tricks. The objective of such a program is to stress the importance of maintaining a strong connection to Russian culture while acculturating into American society.

The JCC of Staten Island has many volunteer opportunities for all ages. Beginning with sixth graders, the JCC helps pre-teens learn about leadership and volunteering. After planning a fund raiser, it is the participants who with help from their supervisors, decide what should be done with the money.

To learn more about the Staten Island JCC visit their website at [www.sijcc.org](http://www.sijcc.org).



## Local Group News & Events



The Darrel D. Friedman Institute for Professional Development at the Weinberg Center upcoming workshops:

### **The Right Plan for the Right Donor: Using Charitable Gift Planning Techniques to Build Your Endowment**

Thursday, October 7, 2010, 9 - 11 am

Facilitator: **Michael Friedman**, Senior Vice President, Planned Giving and Endowment of THE ASSOCIATED

Audience: Lay Leaders/Professionals

### **Satisfying Your Internal and External Customers**

Tuesday, October 12, 9 - 11 am

Facilitator: **Carrie Parker**, Marketing Consultant  
PH JCC Community Room

Audience: Professionals

### **Coping With Difficult People**

Tuesday, October 26, 8:30 - 10 am

Facilitator: **Employee Assistance Program Facilitator**

Jewish Community Services Building, Room 124

Audience: Professionals

### **Key Skills For Excellent Supervision** (Series)

Wednesdays, November 3, 10, 17, 8 - 10 am

Facilitator: **Dale Busch**, Executive Vice President Jewish Community Center of Baltimore

Location: The Weinberg Park Heights Jewish Community Center, Board Room

Audience: Professionals with at least one year of supervising.

Meet Us in St. Louis

JProStl Professional Leadership Conference

Sponsored by JProStl in partnership with JCSA

Sunday March 6, 5:00 pm through  
Monday, March 7, 2011 4:00 pm

at the beautiful JCC Staenberg Family Complex, I.E. Millstone Campus

**"What Unites Us"**

#### Featuring

- National and local speakers including Adam Simon, Schusterman Family Foundation and Lisa Colton, Darim Online.
- Workshops on Teamwork, Technology, Networking, Management, Collaborations, Israel, Young Adult Engagement and more!
- Jewish Learning
- Lunchtime Roundtables on Current Trends



Rabbi Brad Hirschfield  
CLAL



Deborah Grayson Riegel  
MyJewishCoach.com

**\$75** Includes all speakers, workshops, materials and 3 meals!  
**\$60** Monday program only

**\$30** Choice of Sunday evening only  
or Monday morning only  
or Monday afternoon only

Out of town hotel accommodations at \$89 per night available at the Frontenac Hilton. Home hospitality also available.

On-line registration will be available in December 2010.

**JProStl** is an association dedicated to supporting professionals working at Jewish organizations in St. Louis. Its mission is to provide training, resources, and networking opportunities in order to strengthen staff members, their organizations and the community as a whole.  
[www.jewishinstlouis.org/jpro](http://www.jewishinstlouis.org/jpro)

**JCSA** (Jewish Communal Service Association of North America) shapes, defines and promotes professional leadership in the Jewish community by supporting professional development and the sharing and promoting of educational resources, best practices, recognition, advocacy and networking across the U.S. and Canada. [www.jcsana.org](http://www.jcsana.org)

This conference is generously supported by the Lubin-Green Foundation, a supporting foundation of the Jewish Federation of St. Louis.

For information, contact Marci Mayer Eisen at 314-442-3810 or [meisen@jfedstl.org](mailto:meisen@jfedstl.org)

**Pittsburgh's Jewish Communal Network (PJCN)** is hosting a Holiday Luncheon on December 7, 2010 at the Jewish Association for Aging from noon to 1:30pm. For more information, please contact Emily Farkas at: [efarkas@JewishFederationPittsburgh.org](mailto:efarkas@JewishFederationPittsburgh.org).

**Pittsburgh  
Jewish  
Communal  
Network**



**J-Pro Boston** is hosting a peer-group discussion around the Multigenerational Workplace on October 7th from 6-7:30pm at JVS, 29 Winter Street, 5th Floor, Boston.

To register, please click here:

<https://careermoves.wufoo.com/forms/jpro-boston-peer-group-discussion-1072010/> or email [JPro-Boston@yahoo.com](mailto:JPro-Boston@yahoo.com) for details.

The **2010 JCPSOC Conference** entitled *Volunteers- a force to be reckoned with: How to REALLY build better relationships (and how not to)* will take place on October 28th, 2010 at the Shalom Institute in Malibu, CA. and will feature a Keynote address by Drew Kugler. For more information and to register, please visit their website at [www.jcpsocal.org](http://www.jcpsocal.org).



## Events and Opportunities

**JEWISH WOMEN'S FOUNDATION** of New York Save the date for **JWFNY's Symposium** on Global Women's Issues with speakers Ruth Messinger, President, American Jewish World Service and Joy Sisisky, Executive Director, JWFNY. The Symposium will be held on Wednesday, October 27th from 12 - 2pm at 130 East 59th Street, Room 710

**Darim Online** is pleased to offer "Social Media Bootcamp," a FREE six part webinar series for staff and lay leadership of all New York area congregations in the UJA-Federation of New York catchment area. Topics will include: *The Foundations of Social Media, Facebook Strategies for Synagogues, Twitter Strategies for Synagogues, Leadership in the Digital Age, Foursquare & Geo-location services, Social Media Staffing & Policies*. To participate, log in from anywhere! For more information and to register, please visit their website at [www.darimonline.org](http://www.darimonline.org).



**NYUWagner** and **NYUSteinhardt** are accepting applications for the 2011/2012 year. Apply to the Dual Degree Program at NYUWagner to earn dual Masters Degrees in Nonprofit Management & Jewish Studies, or NYUSteinhardt to earn dual Masters Degrees in Education & Jewish Studies. For more information about the NYUWagner program, email [wagner.skirball@nyu.edu](mailto:wagner.skirball@nyu.edu) or visit the program website at <http://wagner.nyu.edu/dualdegrees/jewish-nonprofit.php>. To learn more about the NYUSteinhardt program, email [Steinhardt.skirball@nyu.edu](mailto:Steinhardt.skirball@nyu.edu) or visit their program website at: [http://steinhardt.nyu.edu/humsocsci/jewish Fellowships](http://steinhardt.nyu.edu/humsocsci/jewishFellowships) are available.

Watch for a special issue of the *Journal of Jewish Communal Service*, exploring the world of work and innovative methodologies, in celebration of F·E·G·S' 75th Anniversary.

Fall, 2010.

Subscribe Now! <http://www.jcsana.org/articlenav.php?id=89>

# Mazal Tovs

Mazal Tov to **Naava Frank** on her appointment as Director of Continuing Education and Professional Development at the Institute for University - School Partnership, Yeshiva University, NYC.

Mazal Tov to **Pamela Jacob**, JEVS Human Services, on her appointment as Program Manager of the Gateway Project.



# Employment Opportunities

**The Jewish Federation of Greater Pittsburgh** seeks an outgoing, organized, energetic, creative self-starter for an entry-level fundraising position. Candidate must have excellent interpersonal & writing skills and be able to work with mid-level donors of varying demographics. Comfort w/public speaking and fundraising are essential. 40+ hours/week. 1-2 years exp required. Competitive salary & benefits package. Please send resume & cover letter to [pcalabro@jewishfederationpittsburgh.org](mailto:pcalabro@jewishfederationpittsburgh.org).

# Recycling for the Good

When the Jewish Community Center (JCC) of Greater Pittsburgh decided to replace 1,000 catering place settings, they contacted the refugee resettlement staff at Jewish Family & Children's Service (JF&CS) of Pittsburgh. Before new refugee families arrive in Pittsburgh, JF&CS caseworkers and volunteers prepare and furnish apartments the refugees soon will call home.

With this generous donation, JF&CS will be able to provide dishes, cups and flatware for new Americans for the next two years and designate the money saved to supportive services for the refugees once they arrive. Pictured are JF&CS's Caitlin Delich, Sarah Altmeyer and Alexis Szymanski sorting through the donation. Thank you to the JCC!



**Don't Forget: JCSA member organizations receive 10% off your listing on [www.JewishJobs.com](http://www.JewishJobs.com)**

For more job listings, visit [www.jewishjobs.com](http://www.jewishjobs.com)  
For jobs in the Federation system, visit [www.jewishfederations.org/jobs](http://www.jewishfederations.org/jobs).

**Deadline for news you would like to share in the November, 2010, issue of the JCSA Newsletter is *Wednesday, October 27th*. Contact [info@jcsana.org](mailto:info@jcsana.org).**

# JCSA Benefit Plans

Notes from Bert Goldberg, JCSA Insurance Committee Chair

## ARE INTEREST RATES TOO LOW FOR YOU?

Do you want your money protected from stock market fluctuations?

Funds in FIXED ANNUITIES grow steadily, and are not subject to a volatile stock market  
*Very competitive Multi-Year guaranteed interest rates are available*

**THESE COMPETITIVE RATES ARE AVAILABLE FOR ROLLOVER IRA'S,  
ROLLOVER TSA'S AS WELL AS "PRIVATE" FUNDS**

**Call for further information!**

Contact our administrators for JCSA Benefit Plans, Brian and Irving Silberberg at:

Telephone: 1-800-597-9245 **New!** E-mail: [bsilberberg@multifin.com](mailto:bsilberberg@multifin.com) Website: [www.jcsabenefitplans.com](http://www.jcsabenefitplans.com)

JCSA Benefit Plans offers the following plans and services to our members on an individual and agency basis:

- ◆ Long Term Disability
- ◆ Tax Sheltered Annuities
- ◆ Retirement Disability Plan
- ◆ Life Insurance Plan
- ◆ Fixed Annuities
- ◆ Fixed Index Annuities
- ◆ 529 College Fund Plan
- ◆ IRA Plans
- ◆ Long Term Care Plans
- ◆ 24 Hour Accident Plan
- ◆ Agency Pension Planning
- ◆ Mutual Funds

Jewish Communal Service Association of North America

**JCSA**  
Connecting & Enhancing Professional Leadership

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**Newsletter Staff** — Rachel Perten, Editor

### Mission

The Jewish Communal Service Association of North America supports the enhancement of professional Jewish communal leadership, uniting a broad spectrum of individuals, entities and disciplines sharing a commitment to advancing their communities guided by Jewish values.

We're on the web: [www.jcsana.org](http://www.jcsana.org)

Jacob Solomon, President Brenda Gevertz, Executive Director

To subscribe directly to this newsletter simply go to [www.jcsana.org](http://www.jcsana.org), enter your email address in the space provided and click "go".  
Your e-mail will be automatically added to our listserv through Constant Contact. It is free, fast and easy!