
The Associated's

LEADERSHIP HANDBOOK

Empowering leaders with Jewish values for a stronger Baltimore community



Thank you!

Mission

The Associated strengthens and nurtures Jewish life by engaging and supporting community partners in Greater Baltimore, Israel and around the world.

Vision

The Associated will secure the resources necessary to address the evolving landscape of Jewish life, ensuring a vibrant community for future generations.

We accomplish our mission by transforming our values into action:

One People/Am Ehad – A commitment to *Klal Yisrael*, the link between Jewish people in Baltimore, Israel and around the world

Repair the World/ Tikkun Olam – Making a positive difference in the world through the pursuit of social justice

Respect – A diverse Jewish community that is respectful, accessible and welcoming

Education – Life-long Jewish learning and experiences

Engagement – Active participation of people in the many facets of Jewish life

Innovation – Creative approaches to solving community issues

Collaboration – A network of strong local and overseas partners that provide for the social service, cultural, health and educational needs of Jews in Baltimore, Israel and throughout the world.

Dear Friends,

Todah Rabbah! Thank you! Serving on a board or committee within The Associated system is a critical step in ensuring the health and vitality of Jewish Baltimore. Your leadership will make an impact on us throughout your term and well beyond as we take care of people today and plan for the future of our community.

Regardless of what committee or board you serve on, you are an important part of The Associated system and our goal is to ensure you feel the impact of our collective work.

We are here to be your partner on this leadership journey. Our professional team at The Associated's Center for Leadership (CCEL) is here to offer resources and educational opportunities to ensure you have the information and skills to enjoy your volunteer experience.

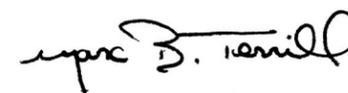
This handbook is a snapshot of the most important pieces of information we would like our Associated leaders to know. You are offering us your time and, in turn, we hope this handbook assists you in making a substantive impact in our community.

Please be in touch with our team at CCEL if you have any questions.

Enjoy your journey!



Best,



Marc B. Terrill

President, The Associated

About The Associated and Jewish Baltimore

For nearly 100 years, The Associated has nurtured a strong, supportive and vibrant Jewish community for you, your children and their children. Our role is to bring together the financial and human resources that enable more than 25 agencies and programs to care for the vulnerable, invest in youth, deepen Jewish life and develop global peoplehood most efficiently and effectively.

YOU are the backbone of our community.

The Associated gives every member of the community the opportunity to make a meaningful difference through donations of time and resources. And those who serve in a leadership role fill a valuable function. Together, we ensure that every area of need is evaluated and supported to ensure a vibrant and safe community for all. Because this community cares enough to give generously of its resources, time and talent, The Associated runs effectively and efficiently with 89 cents of every dollar raised directly serving our mission. Our efficiency is something about which every community member can be very proud.

A Long, Rich History in Baltimore

In 1920, the two separate organizations serving the needs of the distinct immigrant communities in Baltimore – German Jews and Jews from Eastern Europe – realized that merging together would give them greater strength to serve the community.

Over the years, Jewish organizations formed to address the issues facing Jewish life in Baltimore and around the world. The Federated Jewish Charities, United Hebrew Charities and the Jewish Welfare Fund eventually realized the utility of working together as one and united to form the Associated Jewish Charities (AJC) of Baltimore. The merger was tangible proof of the Baltimore community's desire for unity and dedication to a singular goal: **the betterment and enhancement of Jewish life at home and abroad.**

On July 1, 1990, Associated Jewish Charities officially became known as **The Associated: Jewish Community Federation of Baltimore.** The new name reflected The Associated's role in the national Jewish federation movement.

Part of a National System of Care for Jewish Life

The Associated is one of 153 federations and more than 300 network communities across North America under the umbrella of **Jewish Federations of North America** (JFNA). Together, these organizations raise and distribute more than \$3 billion annually for social welfare, social services and educational needs.

The Federation movement, collectively among the top 10 charities on the continent, protects and enhances the well-being of Jews worldwide through the values of *tikkun olam* (repairing the world), *tzedakah* (righteous behavior) and *Torah* (Jewish learning).

From those humble beginnings to today when The Associated's Annual Campaign is recognized as one of the top per capita giving Jewish communities in North America, The Associated has evolved to serve its constituents with urgency, compassion and a commitment to Jewish values. Tens of millions of dollars are annually raised for the needs in Baltimore, Israel and abroad.

A Commitment to Jewish Life Around the World

In keeping with our organizational roots and our core value of *Kol areyvim zeh b' zeh* (all Jews are responsible one for another), The Associated is proud to continue our commitment to the global Jewish world. The idea of peoplehood is not just the basic tenant holding the Jewish people together; it is one of the most significant Jewish contributions to the world. We build closer connections to Jews around the world, particularly in our sister cities of Ashkelon, Israel and Odessa, Ukraine.

Through our international partner agencies, the Jewish Agency for Israel and the American Jewish Joint Distribution Committee, we invest our time and talent to ensure the neediest Jews around the world have basic necessities and ensure that a vibrant Jewish identity is fostered in communities where Judaism, once oppressed, is now flourishing.

Fundraising and Allocations

The Annual Campaign is an investment in our community, presently and in the future. As the primary fundraising vehicle for all of The Associated's agencies and programs, we cannot overestimate its importance. It is the heart and soul of our philanthropic and humanitarian activities, enabling us to build and strengthen Jewish community. From summer camps that instill the importance of Jewish values, to supportive networks that help seniors live with grace and dignity, your one gift to the Annual Campaign, makes an impact in the lives of many.

A gift to the Annual Campaign embodies our core value "*kol areyvim zeh b'zeh*" — all Jews are responsible one for the other — and makes you an important part of the collective strength of our community.

There is greater strength in greater numbers

The Annual Campaign is the most efficient and effective way to collect and harness our community's precious resources. An annual campaign enables The Associated to plan and invest wisely in our future, as well as immediately provide resources for emergent and changing needs.

Together we plan for a stronger, more vibrant Jewish future

The Associated's planning and allocations process builds on more than 90 years of committed, effective service to Baltimore's Jewish community. Our federation model brings together more than 25 local agencies and programs in order to coordinate the broadest possible safety net — in which each agency works in its area of expertise, while supporting, complementing or enhancing the specialties of the other agencies. We collaborate very closely on each agency's budget and strategic plan, creating synergy that results in a more holistic array of services – more than the agencies could offer by operating independently.

We don't divide resources – we multiply them

Our planning commissions, committees and task forces rely on well over 400 volunteer leaders as well as agency professionals and experts from every realm. Community members representing many perspectives and organizations come together to address shared concerns: strengthening community for our children, ensuring our seniors get the services they need to remain healthy and addressing countless other issues. The power of this type of collective is an inspiration to all who serve.

WELCOME TO JEWISH BALTIMORE

PEARLSTONE CENTER



HEBREW BURIAL AND SOCIAL SERVICES SOCIETY



THE ASSOCIATED



MYERBERG CENTER



BALTIMORE HEBREW INSTITUTE AT TOWSON UNIVERSITY



NATIONAL AND INTERNATIONAL PARTNERS (JDC, JAFI, ORT, JFNA)



SHEMESH



LIFEBRIDGE HEALTH



BALTIMORE JEWISH COUNCIL



JEWISH VOLUNTEER CONNECTION



THE MACKS CENTER FOR JEWISH EDUCATION



CHAI: COMPREHENSIVE HOUSING ASSISTANCE, INC



JEWISH COMMUNITY SERVICES



LEVINDALE



JEWISH CEMETERY ASSOCIATION



THE DARRELL D. FRIEDMAN INSTITUTE FOR PROFESSIONAL DEVELOPMENT



HEBREW FREE LOAN ASSOCIATION



CHANA



JEWISH MUSEUM OF MARYLAND



MARYLAND/ISRAEL DEVELOPMENT CENTER



JEWISH COMMUNITY CENTER OF GREATER BALTIMORE



Agency System

The services offered through The Associated's system of agencies and programs ensure that the vast needs of the people of Jewish Baltimore are met. The organization addresses a variety of issues from housing assistance to professional development, from special needs programming to senior living, from recreational activities to educational enrichment. We would not be the robust, uplifting community that we are without these tireless efforts.

American Jewish Joint Distribution Committee (JDC)

JDC is the world's leading Jewish humanitarian assistance organization, impacting millions of lives in more than 70 countries today. JDC leverages a century's experience confronting poverty and crisis around the world to save the world's poorest Jews, revitalize Jewish life, empower Israel's future, develop tomorrow's Jewish leaders and rescue victims of global emergencies.

jdc.org

Baltimore Hebrew Institute at Towson University (BHI)

BHI supports the growing Judaic studies degree programs and courses on its campus, cultivates a vibrant, cohesive community for Master's students in Judaic studies and provides adult learners with an array of Hebrew language courses, community lectures and special programs.

410-704-7117 | towson.edu/bhi

Baltimore Jewish Council (BJC)

BJC is the community relations and advocacy arm of The Associated. It is the designated representative of The Associated and its agencies, as well as the Greater Baltimore Jewish community, at all levels of government and is responsible for securing public funding to support their programs and needs. By developing policies and guidelines for action, through education and advocacy, BJC provides a forum for member organizations and individuals to respond to issues of interest and concern.

410-542-4850 | baltjc.org

CHAI: Comprehensive Housing Assistance, Inc.

CHAI strengthens neighborhoods with a significant Jewish presence by developing and enhancing housing, affecting community development and supporting aging-in-community. CHAI creates coalitions around issues of common concern and develops public as well as private partnerships. They provide direct services to accomplish such objectives as maintaining and creating affordable housing, improving public spaces, encouraging investment and enhancing community pride.

410-500-5300 | chaibaltimore.org

CHANA

CHANA offers a Jewish community response to the needs of persons who experience abuse and other forms of interpersonal trauma. In providing crisis intervention education and consultation, CHANA advocates for community awareness, safety and healing.

410-234-0030 | chanabaltimore.org

Council on Jewish Day School Education

The Council on Jewish Day School Education provides grants to local day schools to make tuition more affordable for families.

410-735-5000

The Darrell D. Friedman Institute for Professional Development at the Weinberg Center (DFI)

DFI provides training and leadership development to communal professionals and to lay leaders serving the Greater Baltimore Jewish community. Informed by Jewish values, DFI cultivates individual growth, thereby strengthening organizations and the community.

410-843-7560 | thedfi.org

Edward A. Myerberg Center

Located in northwest Baltimore, the Edward A. Myerberg Center provides over 150 enriching programs each year for adults ages 55 and over, including classes in art, current events, literature and fitness. The Harry & Jeanette Weinberg Foundation Fitness Center is the premier fitness center serving older adults. All our trainers are senior fitness specialists. The center's Eating Together program is the largest in Baltimore City and serves 7,000 meals each year to seniors.

410-358-6856 | myerberg.org

Hebrew Burial and Social Services Society

Hebrew Burial and Social Services Society provides burial services for families that are not financially able to give their loved one a proper burial.

410-653-8900

Hebrew Free Loan Association

For over 100 years, the Hebrew Free Loan Association has provided interest-free loans. When it was founded in 1898, HFLA may have helped a peddler start a business by lending him money to buy a horse and cart. Today, a would-be entrepreneur is more likely to need a computer than a horse, but the principle is the same. Whether you have a family emergency or a bar mitzvah to plan, doctors' bills or a home in need of repair, Hebrew Free Loan can help.

410-843-7536 | hebrewfreeloan.org

Goucher College Hillel

410-337-6545 | goucher.edu/hillel

Johns Hopkins University Hillel

410-516-0333 | hopkinshillel.org

Towson University Hillel

410-704-4671 | towson.hillel.org

University of Maryland Baltimore County (UMBC) Hillel

410-455-1329 | umbchillel.org

University of Maryland College Park Hillel

301-422-6200 | marylandhillel.org

Hillel's mission is to enrich the lives of Jewish undergraduate and graduate students so that they may enrich the Jewish people and the world.

Jewish Agency for Israel (JAFI)

Since 1929, JAFI has been working to secure a vibrant Jewish future. They are instrumental in founding and building the State of Israel and continue to serve as the main link between the Jewish State and Jewish communities everywhere. This global partnership has enabled us to address the Jewish people's greatest challenges in every generation.

jewishagency.org

Agency System *(continued)*

Jewish Cemetery Association

The Jewish Cemetery Association assists local Jewish cemeteries by acting as an advisor in areas of needs or concern such as maintenance, landscaping, record-keeping, etc. The Association does not actively seek to acquire cemeteries, but is there for assistance when cemeteries become financially or physically incapable of appropriately caring for the cemetery.
410-486-8666

Jewish Community Center of Greater Baltimore

JCC Downtown
410-559-3618 | dbjcc.org

Rosenbloom Owings Mills
410-356-5200 | jcc.org

Weinberg Park Heights
410-542-4900 | jcc.org

The JCC promotes and strengthens Jewish life and values through communal programs and activities for individuals and families.

Jewish Community Services (JCS)

JCS offers a wide range of services including counseling and therapy, addiction services, career services, prevention education, Big Brother Big Sister matches, resources for older adults and caregivers, care management services, services for people with special needs and volunteer opportunities.
410-466-9200 | jcsbaltimore.org

Jewish Federations of North America

JFNA represents 153 Jewish federations and more than 300 Network communities, which raise and distribute more than \$3 billion annually for social welfare, social services and educational needs. The federation movement, collectively among the top 10 charities on the continent, protects and enhances the well-being of Jews worldwide through the values of *tikkun olam* (repairing the world), *tzedakah* (charity and social justice) and *Torah* (Jewish learning).
212-284-6500 | jewishfederations.org

Jewish Museum of Maryland at the Herbert Bearman Campus (JMM)

The JMM increases understanding of the American Jewish experience among diverse audiences. It interprets American Jewish history and culture, preserves the material record of Maryland Jewry, and engages the public in discourse about past, present and future issues of Jewish life.
410-732-6400 | jewishmuseummd.org

Jewish Volunteer Connection (JVC)

JVC creates a culture of volunteerism by providing a coordinated, centralized entry point for Baltimore Jewish community volunteers. JVC works to strengthen the Jewish community through high-quality, hands-on volunteer placements and projects, developed in partnership with agencies, congregations and other communal organizations.
410-843-7490 | jvcbaltimore.org

Levindale Hebrew Geriatric Center & Hospital*

Levindale is a mid-level geriatric facility, offering nursing home and outpatient services for the aged and chronically ill.
410-601-2400 | levindale.com

The Louise D. & Morton J. Macks Center for Jewish Education (CJE)

Baltimore's central agency for Jewish education serving local Jewish families, educators and schools. Sponsors a wide variety of Jewish engagement programs for families, professional development opportunities for educators, special education advocacy and programs, and educator benefits. Also, provides stipends for teen trips to Israel in addition to running the Israel Emissary Shinshinim program. Houses a full library of Jewish-themed books and multi-media resources such as DVDs, videos and software in addition to an educational gift shop and crafts room. Sponsors Gesher LaTorah Hebrew school program for children with special needs. Home to Baltimore's PJ Library. Open to the public.
410-735-5000 | cjebaltimore.org

Maryland/Israel Development Center (MIDC)

MIDC is a non-profit membership organization that helps to create jobs in both economies by promoting trade, joint ventures and investment between businesses and research institutions.
410-767-0695 | marylandisrael.org

Moishe House Baltimore

Moishe House, a pluralistic, international organization, provides meaningful Jewish experiences to young adults in their 20s. This innovative model trains, supports and sponsors young Jewish leaders as they create vibrant home-based communities for themselves and their peers.
moishehouse.org

Pearlstone Center

The Pearlstone Center is a retreat and conference center nestled in the beautiful Maryland countryside just outside of Baltimore. With 160-acres of pasture, woods and farmland, they offer the optimal setting for conferences and retreats with facilities designed to meet the needs of any organization. Their programs engage Jewish, faith-based, and secular organizations, individuals, and families. Pearlstone Center serves all ages and backgrounds throughout Baltimore, the Chesapeake region, and beyond. Pearlstone features year-round accommodations in 56 guest rooms for up to 306 people in hotel, dormitory and log cabin style lodging. Enjoy healthy, delicious, home-style meals that highlight ingredients fresh from their own farm. Certified Kosher Meat/Dairy, under Orthodox Union.
410-500-5417 | pearlstonecenter.org

SHEMESH

SHEMESH serves as a community-wide program providing the educational support necessary for Jewish children with learning differences to reach their full intellectual, academic, emotional and social potential in a Jewish setting. Services are offered in each school in accordance with the school's educational and religious policies.
410-843-7524 | shemeshbaltimore.org

Sinai Hospital of Baltimore*

Founded in 1866 as the Hebrew Hospital and Asylum, Sinai Hospital of Baltimore has evolved into a Jewish-sponsored health care organization providing care for all people. It is a nonprofit institution with a mission of providing quality patient care, teaching and research.
410-601-9000 | lifebridgehealth.org

* Levindale Hebrew Geriatric Center and Hospital and Sinai Hospital are constituent partner agencies that do not receive an allocation from The Associated Annual Campaign; however, they do receive funding from endowments managed by The Associated.

About The Associated's Center for Leadership

The Associated invests in you as a leader. The leadership of today will guide our future and ensure the success of our community. That is the mission of The Associated's Center for Leadership (CCEL). We are a partner in your leadership journey, ensuring you are involved in a project that is meaningful to you and mobilizes your passion and talent. CCEL leadership and professionals are available to you to offer guidance or to help you find the right involvement opportunity for the future.

Our programs survey a variety of content issues, such as: understanding the lay leader/professional relationship, best practices in governance structures, understanding a non-profit budget and the importance of Jewish texts and values for a leader in the community. These programs will assist you and ensure you have the skills you need and want to be a talented and indispensable leader.

Your leadership and engagement path are critical to The Associated system.

To speak to someone in CCEL, please contact Dr. Susanna Garfein, Director of Leadership Engagement at 410-369-9310 or Aviva Schwartz, Engagement and Leadership Associate at 410-735-5011.

Core Competencies of Associated Leaders

Great leaders know they always have more to learn and embrace the opportunity to perfect skills and stimulate creative thinking. Below are the core competencies we hope each board and committee member will have the opportunity to learn and practice in their work with The Associated:

The Associated/Jewish Communal Knowledge

- Associated 101/General Jewish community information
- Agency mini-mission and spotlights
- Baltimore Jewish community history and present day (in background materials and/or through visit to JMM)
- Community study information and implementation
- JFNA – how we fit in at the national and international level (JDC/JAFI)
- Allocations and planning processes

Leadership Skill Building (4-6 programs, plus incorporate other select info)

- Personality style assessment
- Lay/Pro roles, contracting, partnership (including setting of boundaries)
- Presentation skills (How to present yourself); first impressions – body language, eye contact
- Public speaking skills
- Committee work – how to effectively lead your peers, group dynamics, teamwork, managing personality types
- Time management, prioritizing, work/life balance
- Effective communication – written, oral, listening

Resource Development

- "Gift of Giving" - why we do what we do, telling your story, making the case
- "Gift of Asking" – Teaching/practicing solicitation skills (letter writing, phoning, face-to-face training and practice)

Jewish Literacy

- *D'var Torah* – teaching and doing
- Inter-denominational panel – differences/similarities
- Text study opportunities
- Judaic values, education, culture, holidays

Israel & Overseas

- JDC, JAFI
- Ashkelon, Odessa and work of *shinshinim*
- Arab/Israeli conflict
- Arts/Culture

CCEL can help with any of the areas above and will periodically offer continuing education sessions. Call our professional team at any time to learn more.

Roles and Responsibilities of Board and Committee Members

Serving on a board or committee is representative of The Associated's desire to utilize the expertise and advice of each leader. We will ask a lot of you and you will ask a lot of us so it is important that you understand the expectations of your role. Below are some important points that outline your role with The Associated. Each board and committee member should:

- Understand the mission and purposes of The Associated and the agency system including the policies, programs and needs
- Participate in meetings and learn the challenges and opportunities of the issues for which your committee is addressing
- Ensure strong fiduciary oversight and financial management (if applicable)
- Understand how funding of the organization is secured
- Participate in fundraising and resource development activities of The Associated and give a meaningful personal financial donation
- Enhance the organization's public image
- Serve as an active advocate and ambassador for the organization and fully engage in identifying and securing the financial resources and partnerships necessary
- Follow the organization's bylaws, policies and board resolutions
- Sign an annual conflict-of-interest disclosure and ethics policy to ensure transparency and compliance with legal and tax entities
- Maintain confidentiality about all internal matters of the organization

Participation in Resource Development Efforts

As an important Associated leader, you understand that the work of the Jewish community is made possible by millions of dollars secured each year through The Associated's Annual Campaign. The Annual Campaign is not just a dollar amount, it is a critical funding plan to ensure the programs and services offered by our agency system. We are constantly evaluating and measuring success as well as the changes in our community and the Annual Campaign to ensure that we can adapt to changes and challenges — the known and the unpredictable.

Your leadership gift to the Annual Campaign is critical to the success of The Associated system. You see firsthand the work that our system provides here in Baltimore, Israel and overseas. Please give a gift that is meaningful to you and actively participate in securing other donors to the system as well. Any gift — any donation amount — ensures a successful communal campaign.

You are OUR ambassador!

As a leader, you are our best ambassador! We need you to be a source of education and inspiration for the community members who don't know about The Associated system or who are looking to be more involved. We hope you will share the stories of our work, discuss the impact your service is making and invite others to join our mission through time and donations.

Things Ambassadors Do:

- Tell their stories
- Help turn words into deeds, promises into actions
- Network creatively
- Correct misunderstanding or misinformation
- Advocate and work toward positive outcomes
- Make sure the real discussion happens in the room
- Are accessible and approachable
- Actively recruit staff and volunteers (and donors)
- Share expertise and insights generously

You can refer people to The Associated system professional that you work with most closely or call any of the CCEL professionals to assist. People-to-people connections is the most effective way to recruit future leaders and continue our mission of building community involvement.

Be a Social Media Ambassador

Another important way we need your assistance is to show your support of The Associated and our agencies via social media. This new realm is critical to telling the story of the people and programs of Jewish Baltimore.

1. Connect

Make sure to like or follow us on:

 Facebook: [facebook.com/TheAssociated](https://www.facebook.com/TheAssociated)

 Twitter: [@theassociated](https://twitter.com/theassociated)

 Instagram: [@jewishbaltimore](https://www.instagram.com/@jewishbaltimore)

 LinkedIn: Search "The Associated: Jewish Community Federation of Baltimore"

2. Interact

Like our posts, tweets and pictures. Comment on the posts that you like. Or, tag a friend who may be interested in our posts!

3. Invite

Invite your friends to our events through our Facebook event pages. Make sure to mark that you're "going" or "interested" as well!

4. Share

Do any of our posts really make your day? Share it with your friends, or retweet it to your followers!

ASSOCIATED Standards of Leadership

"It takes one to serve a community. It takes a community to serve one."

The purpose of this document is to help us, as professionals and volunteers in the Baltimore Jewish community, understand and explore the Jewish values that inform and guide us. We are blessed to have thousands of years of textual tradition to assist us as leaders. It connects us to a past and future greater than ourselves and inspires us to lead. Use this as a guide as you explore what it means to be a leader in the Jewish community today.

חסד (Chesed) – Commitment to Community

Giving back to our community and treating all others with dignity, fairness and understanding

- Working to ensure the dignity and well-being of all members of the Baltimore Jewish community
- Advocating and speaking for those who cannot speak on their own behalf
- Working collaboratively with professional staff, lay leadership and members of the larger community and fulfilling responsibilities in a timely fashion

כל ישראל ארעם זה לזה (Kol Yisrael Arevim Zeh La Zeh) – All Jews are Responsible for One Another

Reaching out and giving of ourselves to our fellow Jews

- Being informed about issues facing the worldwide Jewish community and striving to assist and rescue Jewish people in distress in Baltimore, Israel and around the world
- Working to strengthen the bonds of the Jewish people

ושננתם לבניך (V'shinantem L'vanekha) – Diligently Teach Your Children

Striving to be an example for future leaders and educating the next generation in Jewish knowledge and values

- Continuing the revitalization of the Jewish community through transmitting Jewish culture, values and traditions to the next generation
- Serving as an ambassador for agencies and programs of The Associated

תקון עולם (Tikkun Olam) – Repairing the World

Striving to change, improve and fix our own surroundings, taking ownership of our world and the interactions we have with all those around us

- Regularly and actively participating in hands-on volunteer activities, meetings and events
- Facilitating the work of The Associated system and helping to engage others to do the same

צדקה (Tzedakah) – Righteous Behavior

Fulfilling the obligation to act righteously by giving assistance and money to the poor, needy or to worthwhile causes

- Actively participating in raising Associated Annual Campaign funds and identifying potential donors
- Personally contributing a meaningful gift to the Campaign, which benefits the entire Baltimore Jewish community and Jews around the world



101 W. Mount Royal Avenue • Baltimore, Maryland 21201
410-727-4828 • associated.org