

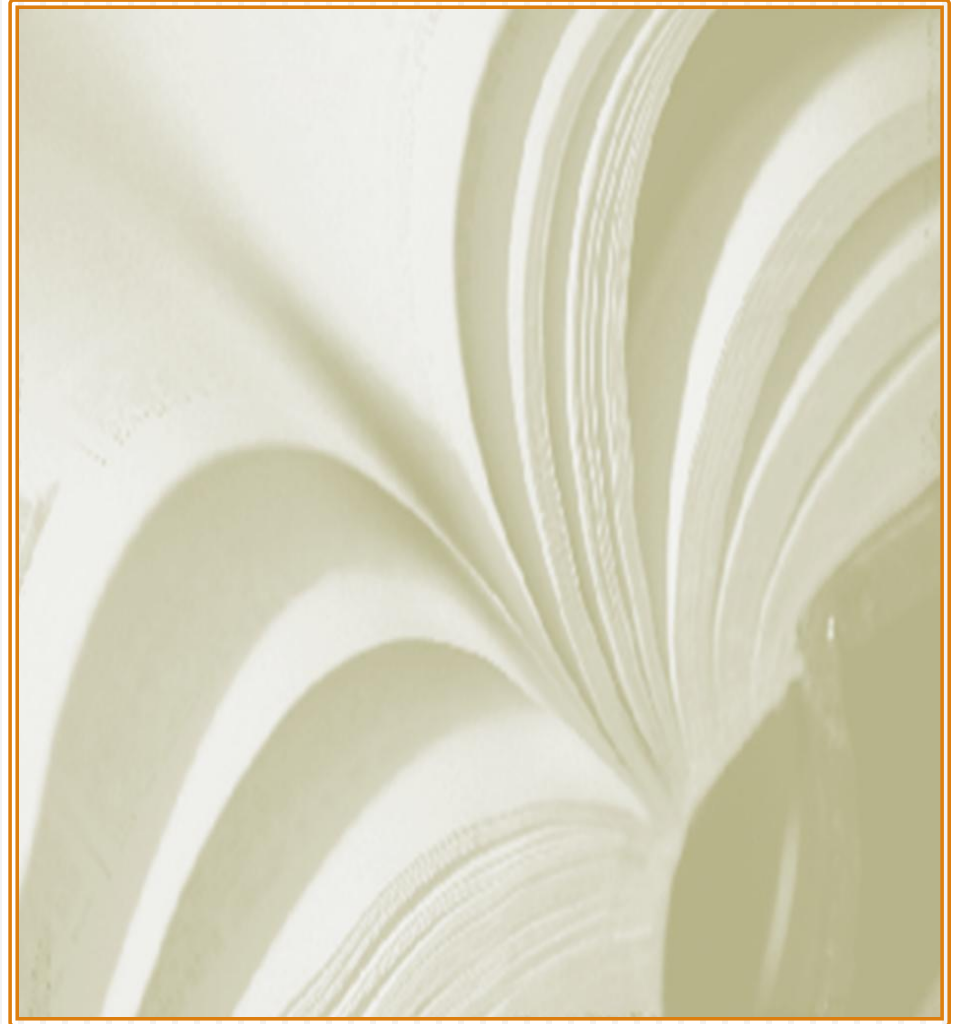
ROSE & JACK ORLOFF  
CENTRAL AGENCY FOR JEWISH EDUCATION



Strategic Plan Proposal 2011/5771

# Strategic Planning

***A Communal/Organizational  
Process to Ensure the  
Continuation of  
Meaningful  
Jewish Learning in  
Broward County***



# Objectives



- **Improve Performance**
- **Stimulate Forward Thinking & Clarify Future Direction**
- **Solve Major Challenges**
- **Survive – Even Flourish – With Less**
- **Build Teamwork & Expertise**

# Key Steps of Strategic Planning



- Who We Are & Why
- What We Are Doing
- Where We Want To Be
- Implementation of the Plan
- Program Monitoring

# Taskforces

## Youth Services

- March of the Living
- Judaica High School
- Reaching out to Unaffiliated Youth
- Akiva

## Adults & Family

- Melton
- Midrasha Plus
- Shalom Time
- Hostels
- Library & Book Reviews
- Orloff CAJE at Sea

## School & Teacher Services

- Day Schools
- Synagogue Schools
- Special Education
- Early Childhood
- Professional Development
- Educational Resources
- Library & Media Resource Center

## Global

- Financial
- Public Relations/Marketing
- Inter-Agency Relations
- Technology

# Youth Services

**Judaica High School**

**Ruth E. Cohan Akiva Leadership Program**

**March of the Living**

# Judaica High School/Akiva

## **WHO WE ARE**

Judaica High School & the Ruth E. Cohan Akiva Leadership program provides excellence and creativity in Jewish educational programming and services to the teenage population of Broward County. Through its myriad of programs, we seek to instill a love for Jewish Heritage, of the Jewish people and Israel and to promote lifelong Jewish learning.

# Judaica High School/Akiva

## WHAT WE DO & WHY

- Organize and staff classes for Jewish teens at three campus locations
  1. *South-Temple Beth Emet*
  2. *North- Temple Beth Orr*
  3. *West-B'nai Aviv*
- Offer courses in seven major areas of study
  1. *TANACH (Bible)*
  2. *Tefillot (Prayer)*
  3. *Mitzvot/Ethics*
  4. *The Rhythms of Jewish Life*
  5. *Israel*
  6. *Jewish Art and Culture*
  7. *History*

# Judaica High School/Akiva

- Offer dual enrollment college credit from Broward College
- Compliment curriculum with participation in holiday observance programs as they occur throughout the calendar year.
- Instill the values of Tikkun Olam by collecting tzedakah and allowing the students to allocate donations.
- Sponsor the Ruth E Cohan Akiva Leadership Program
- Encourage and guide our teens today to be active members and leaders in the Jewish Community of tomorrow.

# Judaica High School/Akiva

## **WHAT WE WANT TO DO & TIMELINE**

After meeting with students from Judaica High School, Akiva, parents, and teachers, the following represents our goals for the next 3 – 5 years.

# Judaica High School/Akiva

## 1. Site location expansion

*(look for East location in a “neutral” site)*

In progress. Formed partnership and added Temple Beth Emet to program 2010-2011. Look for East location for 2011-2012 and continue to add new partners.

## 2. Review, update, and develop curriculum

*(make it relevant to teens today)*

In progress and will continue on a constant basis.

# Judaica High School/Akiva

3. Increase number of participants in Judaica High School and AKIVA  
*(market to unaffiliated teens through youth groups, school Jewish culture clubs)*
  - In progress. Currently allow non synagogue affiliated students to attend. Created website with updated information.  
*(build relationships with synagogue educational leadership, promote Orloff CAJE name)*
    - Beginning immediately, formulate recruitment program for the coming year.

# Judaica High School/Akiva

## 4. Incorporate technology

*(utilize internet and social networking, increase a/v equipment)*

In progress

When funds become available, purchase additional technology equipment.

## 5. Increase professional development for JHS teachers

*(specific workshops to enhance skills for teaching/managing teenagers)*

In progress currently with contractually training is done  
“in-house.”

When funds become available, will bring in local/national consultants.

# Judaica High School/Akiva

6. Develop a Sunday School Teacher's Certificate  
*(will encourage enrollment in the full 5 year program, based on providing teens the training for jobs while in college)*  
Begin developing. Look for completion in 2011-2012.
7. Be able to participate in national and international programs with other Judaica High Schools  
*(such as Panim el Panim, Neshet, etc.)*  
When funding becomes available.
8. Create Alumni Association  
*(possible fundraising source)*  
To begin creating during 2011-2012.

# Judaica High School/Akiva

## **ASSESSMENT:**

Assessment of ongoing programs will be done by the Judaica High School/Akiva Leadership Program Director and Youth Services committee using student and teacher evaluations.

# March of the Living

## **WHO WE ARE**

*The March of the Living program sponsored by the Orloff Central Agency for Jewish Education shall provide Broward County teenage Jewish youth and adults a link to the memories of the past and to our hopes for a Jewish future. In enhancing their understanding of the Holocaust and Israel; promising the survivors never to forget their stories and intensifying their Jewish identity and sense of pride, the March strengthens their commitment to Klal Yisrael.*

# March of the Living

## WHAT WE DO & WHY

- Recruit and administer the March of the Living program in Broward County, including parlor meetings; interviewing and application process
- Review, develop and implement educational program held in the 8 – 10 weeks prior to the program
- Develop and/or provide an Israel Advocacy program
- Provide all educational and emotional support for the program
- Provide follow up after the program

# March of the Living

- Continue connections with alumni
- Fundraise for scholarship monies
- Provide Holocaust education to educators in Broward County
- Provide speakers to organizations and agencies on the March of the Living experience and Holocaust in general
- Help coordinate and provide participants for the annual Broward County Holocaust Remembrance Day commemoration

# March of the Living

## **WHAT WE WOULD LIKE TO DO & TIMELINE**

After meeting with our Task Force, speaking with adults and staff participants and reading the teen evaluations, the following are the areas we would like to work on for the next 3 – 5 years.

# March of the Living

1. Review and revise curriculum as necessary

*Over the past 2 years we have revised the curriculum and included more technology in the teaching methodologies*  
*Ongoing process.*

2. Create a Legacy Campaign

*(allowing the interest to be used to fund the program)*

To begin immediately. Currently working with the Jewish Community Foundation and Dr Papo making individual solicitations.

3. Participate annually in the Teen March of the Living

*(increase dramatically the scholarship monies available)*

*As soon as we have the ability to provide scholarships*

# March of the Living

1. Provide for staff costs

*(currently staff pays approximately 75% of the cost)*

Beginning with 2012, hopefully provide more of a reduction in fees

2. Increase number of participants

*(more advertising, explore speaking at various youth groups, seek out Jewish Culture Clubs in public/private schools; encourage alumni to encourage friends)*

Beginning with registration for 2012 (April/May 2011)

# March of the Living

3. Increase alumni activities which will lead to donations  
*(will need some seed money to provide alumni  
receptions/coffee, etc., prior to solicitations)*  
To begin immediately with alumni living close by –  
renewing acquaintances with coffee, small  
gatherings at homes, etc. Once we reacquaint  
ourselves, follow up with solicitations. With alumni  
living in other areas of the country, over the next  
several years as money becomes available.

# March of the Living

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## **ASSESSMENT:**

The assessment of the program is done by the Director and the March of the Living Task Force using participant evaluations.

# School & Teacher Services

## **WHO WE ARE**

*The mission of the School & Teacher Services Department is to ensure educational excellence in the Jewish schools in our community. Working with the synagogues, day schools and early childhood programs, we seek to provide our schools and teachers with the necessary skills and technology to meet the challenge of educating the future generations.*

# School & Teacher Services

## WHAT WE DO & WHY

- Meet at separate monthly meetings with Council of Education Directors, JECF/Early Childhood Directors and Heads of Day Schools.
  - Discuss issues of common concern.
  - Plan Interschool projects & activities; i.e. Spelling Bees, Literary Fairs etc...
  - Fosters a sense of community & collegiality.
  
- Consultations on curriculum development, staffing, special needs, board/professional relationships, financial challenges and accreditation.
  
- School visits and evaluations.

# School & Teacher Services

- Work with teachers in obtaining and maintaining their FDOE, Hebrew/Judaic Teacher's License, National CDA & Director's Credential and advanced Degrees.
- Serve on various local & national committees & taskforces in educational arena.
- Periodic e-blasts on timely topics
- Updating Orloff CAJE Website to include links to educational resources.

# School & Teacher Services

- Provide professional development for teachers, administrators & school leaders on an ongoing basis.
  - Assess Needs
  - Coordinate joint initiatives & training
  - Personalize to meet individual school needs
  - Plan, coordinate & administer conferences for each of our constituencies annually.
  - Develop & administer the annual Summer Teacher Institute.
  - Coordinate & administer Broward College adjunct campus.
  
- Keep Broward educational leaders abreast of trends and current educational research, contests & grant opportunities.

# School & Teacher Services

## ➤ Library Media Resource Center

- Examination Center for educator materials
- 1000+ books
- CD & Sheet music collection (includes cantorial collection)
- Video/DVD Collection
- Posters & teacher tools
- Book reviews & speakers of interest
- Annual Andrea Rudnick(Z"l) Children's Book Program
- Laminating, binding, & Ellison Machine Services for Broward teachers.
- Utilized as the Orloff CAJE classroom for seminars, Broward College Classes, monthly Bible study etc....

# School & Teacher Services

## WHAT WE WANT TO DO & TIMELINE

After meeting with Day School Directors, Congregational School Directors, Early Childhood Directors, teachers, administrators and our Task Force the following are the areas we would like to work on for the next 3 – 5 years.

# School & Teacher Services

## **Educational Technology**

- ❖ Training for Orloff CAJE staff to increase educational technology know-how and to become certified trainers to train others in educational technology
  - ✓ Presently, by free webinars only
  - ✓ Funds needed for formal training
  - ✓ Add certification as funds become available
- ❖ Create an educational technology training center in the resource center.
  - As funding becomes available

# School & Teacher Services

## **Increase Staff**

❖ As funding becomes available

1. Hiring support staff to assist in administration of programs to allow professional staff to devote full time attention to the educational needs of the department.
2. Early Childhood Consultant

# School & Teacher Services

## Collaboration

- ❖ Collaborate with other institutions to provide ongoing & embedded professional development for all of our constituencies
  - ✓ 2010/11 In conjunction with the Rosenfeld Foundation at the University of Miami School of Education & the Jewish Education Committee of South Palm Beach County: Community wide service learning initiative.
  - ✓ 2010/11 In conjunction with Child Provider Specialists & Dr Mike Rizzo: “Rizzo Rooms” have been set up in three Day Schools providing special needs services onsite during the school day.

# School & Teacher Services

- ✓ Summer 2011 In conjunction with the Mofet Center in Israel: A 17 day educational summer Israel program. Additional funding needed.
- ✓ November 2011 - In conjunction with the Jewish Education Commission of South Palm Beach County & Committee for Jewish Education of Palm Beach County: Coordinate a regional conference at the NAEYC conference in Orlando.
- ✓ January 2012 – In conjunction with Yad Vashem: Create a Holocaust teacher resource center.

# School & Teacher Services

## In the Next 3 Years:

- ✓ Continue relationship with Rosenfeld Foundation at UM, Child Provider Specialists & expand the number of schools with “Rizzo Rooms” and Broward College
- ✓ Identify partners to re-instate a “first-timers” educational trip to Israel
- ✓ Identify partners & funders so that we can provide Professional Development specifically for school leaders, i.e. school law, PR, assessment etc...
- ✓ Identify partners to fund Nationally acclaimed speakers & trainers to provide cutting edge professional development.
- ✓ Identify university to assist Hebrew/Judaic teachers to become state certified.

# School & Teacher Services

## **ASSESSMENT**

- ✓ Participant evaluations at each session.
- ✓ Administrative assessment with participant evaluations.
- ✓ Classroom feedback.
- ✓ Ongoing observation, evaluation & assessment by professionals in the department

# Special Needs



## **WHO WE ARE**

The mission of the Orloff CAJE Special Education Department is to provide Jewish educational services to children with special needs in the Broward County Jewish community.

# Special Needs

## WHAT WE DO & WHY

- Belief that all children deserve a Jewish education tailored to their individual learning needs.
- Programming within current Jewish educational settings
- Provide inclusive opportunities
- Proud and Jewish program geared for older children and adults with Autism, Down Syndrome, or others developmental delays.

# Special Needs

## CRITICAL ISSUES

- Funding to Synagogue for special programming
- Synagogue desire to create program for wide range of students
- Cost of specialized program
- Schedule of parents/students
- Need for therapeutic and medical services lower priority for supplemental Jewish education
- Distance and time needed to travel to reach special program

# Special Needs

## WHAT WE WOULD LIKE TO DO

- Special programs in all Synagogues
- Bar/ Bat Mitzvah – Hebrew reading program
- Multiple sites within the community
- Parent networking group
- The ability to reach clusters of children
- Central location/number for parents to contact to learn of service options

# Special Needs

- Supplemental Jewish education that works around the weekly schedules of its students.
- Synagogue consultation program
- Assess the needs of Synagogue community population
- Program design
- Teacher training

# Adult & Family Education

## **WHO WE ARE**

*To implement, coordinate, and publicize adult and family programs throughout Broward County.*

*Special emphasis is placed on new and creative ways to strengthen the knowledge and identity of Jewish adults and families.*

# Adult & Family Education

## WHAT WE DO

- *Shalomtime* programs in public libraries in Coral Springs and Hollywood, and the Orloff CAJE Library Media Resource Center
- Summer Lecture Series
- One day Summer Hostel in addition to annual Winter Hostel
- Lunch 'n Learn Series with Local Educators

# Adult & Family Education

- Book Review Series in conjunction with four public libraries for the past 30 years and for the past two years taking place at the Orloff CAJE Library Media Resource Center
- Melton and *Midrasha Plus* taking place at four venues throughout the county
- Orloff CAJE at Sea with scholar Dr. Abraham Gittelsohn tracing Jewish roots across the globe

# Adult & Family Education

## WHY WE DO IT

- *To provide opportunities for learning as a lifelong endeavor*
- *To provide an adult learning experience to those who grew up knowing only that they were 'Jewish'*
- *To provide an opportunity for unaffiliated families to study and connect to Jewish life*
- *To provide the opportunity to explore roots and connections around the world*
- *To provide an opportunity for social interaction through educational programs*

# Adult & Family Education



After meeting with Melton students & JCC Staff and our Task Force, the following are the areas we would like to work on for the next 3 – 5 years.

# Adult & Family Education

## WHAT WE WANT TO DO

- To attract a multitude of adult learners in a tight, fiscal economy
- To adjust to the needs of a changing community
- To find new and creative educational programming ideas
- To change venues and times

# Adult & Family Education

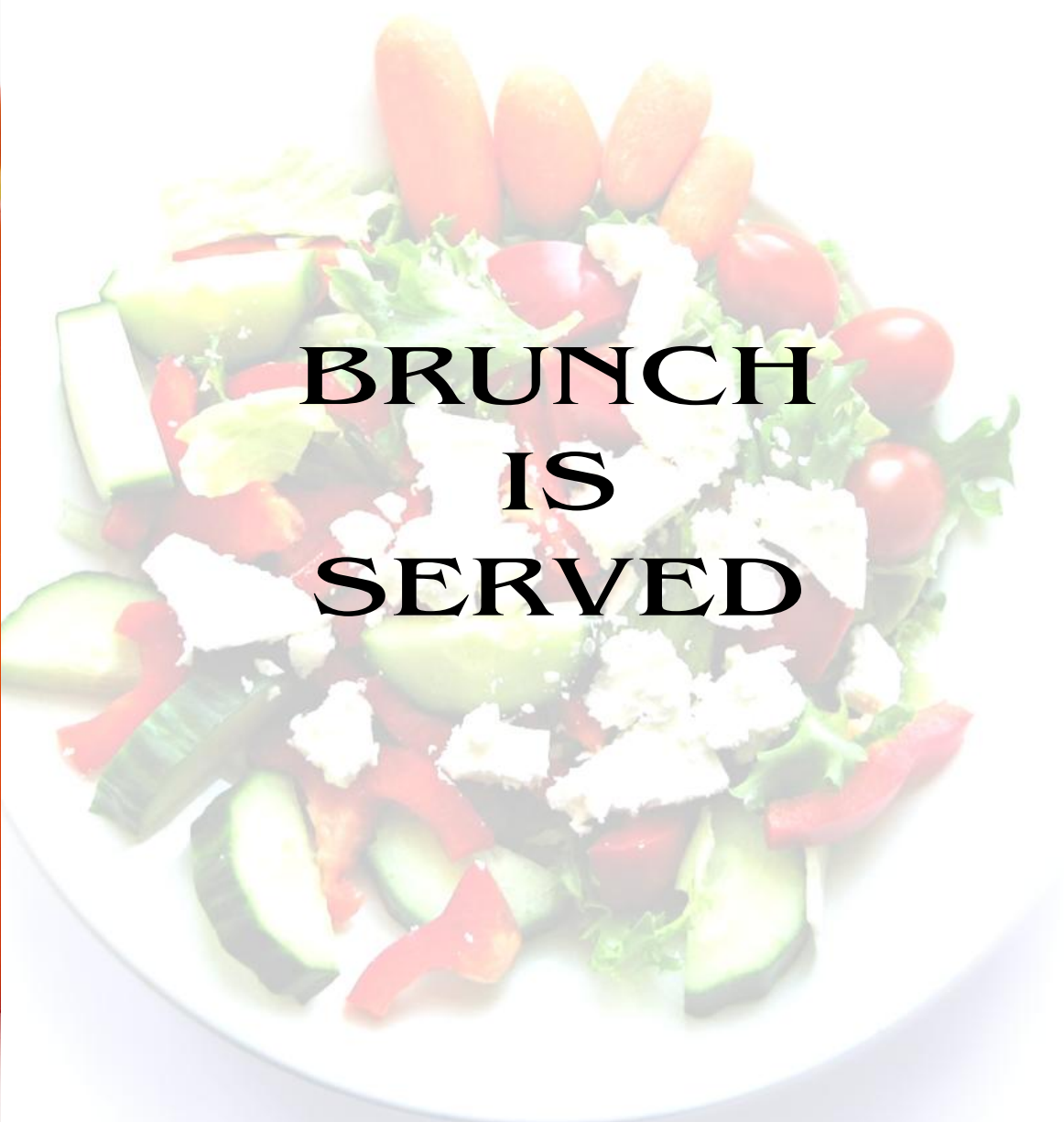
## IMPLEMENTATION

- On-line promotion and publicity – ongoing
- Publicizing through synagogues - ongoing
- Working in cooperation with rabbis and JCCs – in planning stage
- Utilizing synagogues as venues for events and programs – over the next three years
- Holding sample classes across Broward County to entice greater Melton participation - ongoing
- Using alumni as program ambassadors - ongoing

# Adult & Family Education

## ASSESSMENT

- Assessment of ongoing programs and events through periodic written evaluations
- Changing times and locations of programs as requested by members of the community



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# Global Issues

These are issues or challenges that embrace the entire system on an organizational and community level and are crucial to the successful delivery of services. These were discussed in 3 sub-committees **Marketing, Governance and Financial Resource & Development** recommendations were made.

# Marketing/PR

## **Problem/ Issue to be addressed**

Orloff CAJE is not well known in the community

Who is Orloff CAJE?

## **Objectives**

Orloff CAJE's primary mission is to maintain and expand Jewish identity, heritage, and culture through education.

To position Orloff CAJE as the county's **leading advocate** for the perpetuation and preservation of Jewish identity and heritage.

# Marketing/PR

1. Determine a unique position for Orloff CAJE that can appeal to all constituency groups; i.e. Donors, Parents, Students, Jewish Community, General Community.
2. Determine programs that provide the best opportunity for building awareness and can generate the largest response from potential donors

# Marketing/PR

## Challenges

Overall participation in educational programs for children and adults has decreased due to several factors:

1. Cost to attend – unaffordable for many due to current state of U.S. economy
2. Decreasing market of committed or practicing Jews as well as a demographic shift in Broward County's Jewish population
3. How to replace funding lost and minimize cuts in programming.
4. A 50% reduction in funding to CAJE from Broward Federation – basic needs in the community as priority.

# Marketing/PR

## RATIONAL/CONSIDERATIONS

1. Participants agreed that focus should emphasize and identify programs that bring **Universal support** from all stakeholders and the committed and non-committed Jewish community of Broward county
2. Ranking survey results of participating board members reflected that the strongest mission concept associated with Orloff CAJE is that of preserving Jewish identity and heritage. The **Most Visible** CAJE program identified with that mission was *March of the Living Program*.

# Marketing/PR

- ❖ **MOL has many factors in place for a strong support in the community**
  1. Committed Jewish teenagers and families, synagogues and the larger Jewish community. Provides a network of alumni and families ready made base of potential donor support.
  2. Program is well know in public schools, colleges, familiarity in the Broward Community.
  3. A unique position for Orloff CAJE that can appeal to all constituency groups. They are Donors, Parents, Students, Jewish Community, General Community.
  4. Programs that provide the best opportunity for building awareness and can generate the largest response from potential donors

# Marketing/PR

## Action Plans

1. Start with a statement or develop a branding/logo
2. Demonstrate demand; i.e. JHS dual enrollment programs are attractive to students and parents.
3. Melton and Early Childhood Educator certification attractive to our teachers and professionals.
4. Better public relations/ dissemination of Orloff CAJE's programs. Marketing to a broader base of clients and donors

# Marketing/PR

4. Improve communication to our affiliating partners and agencies. I.e. Let synagogues and schools know when students participate in MOL and graduates from JHS. Use local newspapers effectively. Updated calendar of events in Shalom and Jewish Journal. Find opportunities to network and market our agency.
5. Clarity and conciseness of campaign. i.e. A fundraiser campaign to collect \$1.00 for each child perished in the Holocaust. One and one half of a million children perished in the Holocaust. Focus on smaller amounts and build up to large. Ask 100 people to give 100 dollars, the same 100 people ask another 100 people to give \$100 dollars  
$$\$ 100 \times 100 \times 100 = \$1,000,000.00$$
6. Social Networking – Facebook, Twitter, Video streaming via YouTube
7. Technology – Website in place now. Thank you Fran. Donation links will be up and running in November?

# Marketing/PR

**We are ambassadors of Orloff CAJE.**

**Want to thank Board members for their contributions to CAJE**

- ❖ Wandy sponsored shirts for our board members and staff to wear as much as you can and tell people you know about all the wonderful things we do:
- ❖ At Super Sunday, Israel Independence Day
- ❖ While playing golf ,playing bridge, attending Book Clubs, attending social events at synagogues, recreation activities
- ❖ Attending wild and crazy parties that are not appropriate to list here.

# Governance

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## ISSUES

1. How to attract new, caring and committed members to the Board.
2. How to increase board efficiency and effectiveness.

# Governance

## RECOMENDATIONS

1. Look for Board members who are professionals in the fields of marketing, PR, law, finance, etc., who will use their expertise to benefit the agency.
2. Members should be strong ambassadors for the agency to the community at large.
3. Hold small parlor meetings to attract potential board members.
4. Business meetings should be held on a quarterly basis, assuming that committees will meet in the interim.
5. Utilize the internet to disseminate information such as committee reports; and then meetings should be relegated to policy and programmatic issues.

# Governance

6. Business meetings should have time limits imposed on them (7:30pm – 9:00pm).
7. Leave the number of Board members as it is currently in place, a minimum of 18.
8. Every chair of a standing committee must be a member of the Executive Board, including the chair of the March of the Living.
9. Lead by the Parliamentarian, the By-laws of the agency should be reviewed, and if necessary, revised, to reflect policy and programmatic changes.

# Governance

10. Secure funding to enable Orloff CAJE to carry out its mission
  - a. Board members must donate a minimum of Alef (\$1,000)
  - b. Executive Board members must donate a minimum of Alef Chai (\$1,800)

# Financial Resource & Development

## **ISSUE**

In light of current economic conditions and a continuing drastic reduction in Federation allocation, Orloff CAJE must identify alternative short and long-term financial resources to continue providing the highest level of services to the community with minimal interruption.

# Financial Resource & Development

## **RECOMENDATIONS**

- Increase membership in Alef Society and encourage current members to step up a level.
- Identify and solicit potential donors in the community who have interest in various aspects of Jewish education.
- Identify relevant local and national foundation grants and endowments.
- Initiate the March of the Living Legacy Campaign to raise the \$1.5 million in cooperation with Jewish Community Foundation and Friends of the March of the Living.
- Aggressively launch the Foundation for Jewish Education and Continuity in Broward County, in cooperation with Jewish Community Foundation.