

Proposal for a Federation of Professional Jewish Communal Service Associations

A REPORT OF THE NCJCS COMMITTEE ON COMMON PURPOSES, OCT. 1, 1969

Introduction

FOR over 50 years the National Conference of Jewish Communal Service has brought together professional workers in Jewish communal work and has served as a cooperative instrument of the organizations of professional workers in various fields of Jewish communal service. The functions of NCJCS have been essentially limited to that of a forum and the issuance of professional publications. It has held an annual national meeting, published the *Journal of Jewish Communal Service*, and conducted regional and local meetings.

During the years, there has been a parallel development of organizations of professional workers in functional fields in the Jewish community. These organizations have grown in number, membership, program and general effectiveness. The NCJCS has provided for them within the framework of its forum and publication functions.

The maturing of the American Jewish community has profoundly affected Jewish communal services and professional workers in the Jewish community. The deepening Jewish commitment of the agencies and the workers themselves has given new dimensions to the common ties among the workers and to their awareness of shared purposes and functions. The expanding sense of Jewish community has had a great impact on Jewish communal workers, heightening the need for new forms of joint action to strengthen their particular functions as well as their contribution to the Jewish community and to the larger society.

To achieve these purposes, it is pro-

posed that the organizations of professional Jewish communal workers federate through the NCJCS for substantially expanded activities. It is projected that the NCJCS assume new functions extending beyond that of its traditional forum and publication roles. These include joint action to advance professional standards and practices, to involve Jewish communal workers more fully in the life of the Jewish and general communities, to arrive at social policy determinations and take action on Jewish and general issues, to relate North American workers to Jewish communal workers in Israel and elsewhere in the Jewish world, and to sponsor programs of general benefit to Jewish communal workers.

Through such widened functions it is intended that the proposed federations strengthen and expand the contribution of Jewish communal workers to the vitality and vigor of American Jewish life.

I. Background

- A. Since 1965, the National Conference of Jewish Communal Service and its Associate Organizations have been concerned with restructuring the National Conference of Jewish Communal Service as a federation of Associate Organizations. At the core of this concern was the recognition of the need for an effective national instrument which would encompass and represent the totality of practitioners in Jewish communal services.
- B. At its 1967 Annual Meeting, the NCJCS adopted the following recommendation presented to the body by Dr. Walter Lurie, Chairman at that time of the Committee on Common Purposes:

"that, for optimum growth and maximum benefit, the NCJCS move in the direction of

becoming the central core of a number of more or less autonomous affiliated professional groups, going beyond the presently affiliated National Association of Jewish Communal Workers, National Council for Jewish Education, and others, so that eventually there will be affiliates covering the entire range of Jewish communal service, and every individual member will have at least one affiliated association appropriate to his or her professional discipline and area of interest, and will belong to NCJCS through that affiliation rather than directly."

C. Since 1967, the NCJCS, as well as several of the associated organizations, have affirmed in principle the desirability of movement toward a federation.

II. *Unified instrument for all Jewish Communal Workers*

A. The Jewish community of America is confronted with crucial problems and developments which are determining the very nature of its continuity as a culturally and spiritually viable community. These are related to:

1. Enhancement of Jewish values through strengthening of Jewish family life; developing more significant Jewish identity, especially within the oncoming generation; the need to involve broader segments of the community in meaningful participation in Jewish affairs.
2. Strengthening of ties with Israel culturally as well as economically.
3. Developing effective participation and leadership as Jewish agencies and Jewish communities in finding solutions to the overriding problems with which society must deal.
4. Finding solutions to the critical manpower shortage in all fields of community service.

B. Several major national Jewish organizations and their local affiliates are dealing with these problems in their respective areas of concern: the Council of Jewish Federations and Welfare Funds, National Jewish Welfare Board, National Community Relations Advisory Council, American Association for Jewish Education and other national human relations agencies. Although professional practitioners, espe-

cially those on executive and administrative levels, are involved, the national agencies represent, by their very nature and purpose, a lay constituency and leadership both in policy and program determination.

C. Professional practitioners as a group have no overall organization, no opportunity as an entity of Jewish community professionals to bring their skill, their commitment and their influence to bear upon the resolution of Jewish community concerns. Professional practitioners, in particular organizations of workers in the various areas of Jewish communal service organized as a federation of the various disciplines, can and should make a significant contribution to the American Jewish community.

1. The developing sense in America of a united Jewish community capable of planning and action underscores the vital role which Jewish communal workers can play on the current scene.

2. Jewish communal workers have unique skills and competence to contribute as a group toward resolution of major problems which confront the Jewish community as well as the broader society of which we are a part.

3. The growing sophistication of Jewish communal service and of its professional practitioners has underscored the broad overriding ties and common concerns. These can find their creative expression in an inclusive instrument of the organizations of professional workers serving the fields of Jewish communal service.

4. All the fields of professional service address themselves to common problems such as strengthening of identification with the Jewish community; developing new and creative solutions of community problems; providing meaningful participation for practitioners in the professional groups; enhancing the status of the field and its standards and personnel practices. These can be met most effectively through joint action.

5. Practitioners in specific fields of service and their associations have much to contribute and much to gain through a sense of personal and group identification with the purposes and the evolving destiny of all the professions in Jewish communal service and of the Jewish community which the professional serves.

III. *The Purposes of a Federation of Organizations of Jewish Communal Workers should be:*

1. To serve as the instrument through which Jewish communal workers can collaborate on an inter-disciplinary basis in working toward the enrichment of Jewish life and the strengthening of the Jewish community.
2. To serve as a voice in Jewish life and in American society on issues of concern to professionals in the field of Jewish communal service.
3. To strengthen the identification of the Associate Organizations and their respective memberships with the total field of Jewish community service.
4. To strengthen the effectiveness of the Associate Organizations.
5. To enhance the standards and status of professional workers in Jewish communal service.
6. To carry out activities which express the collective interests and objectives of the Associate Organizations.

IV. *The Federation and the Associate Organizations*

The past years have witnessed the development of professional organizations in the Jewish community, many of them concerned with overall problems, but essentially devoted to the enhancement of their specific fields of interest and activity in Jewish life. They are, as organizations, in different stages of development, with respect to size of membership, staff activities, year-round programs. They have benefitted the professional interests of their members particularly by strengthening their methods and practice and professional standards. The organizations now in existence are the following:

- National Council for Jewish Education
- National Association of Jewish Center Workers
- National Association of Jewish Family, Children's and Health Services
- Association of Jewish Community Relations Workers
- National Association of Jewish Homes for the Aged
- National Association of Jewish Community Organization Personnel

1. The development of organizations of practitioners in various professional fields of

Jewish communal service has represented positive growth for Jewish communal service. It has indicated growing professional consciousness and a desire to collaborate in strengthening the quality of practice and service to the Jewish community. The objective of the Federation should be to support, aid and strengthen their efforts through an effective program of service to them.

2. The reports of the various NCJCS committees dealing with the establishment of a federation underscored the significant role of the Associate Organizations and stressed the objective of establishing Associate Organizations for each of the disciplines within Jewish Communal Services.
3. In fulfillment of the sense of Jewish community, it is essential that all Jewish communal workers, irrespective of their areas of function through their organizations, have a means of functioning as a unified whole in relation to shared concerns and programs.

V. *The Federation*

The proposed federation of these various professional organizations will benefit the associations and their individual members through:

1. More comprehensive representation in the Jewish and general community.
2. More adequate administrative and technical services.
3. More integrated and efficient machinery for the dissemination of published material, planning appropriate social action and utilization of professional manpower.
4. More opportunity to bring to the attention of all the contributions and ideas of each association.
5. More year-round experience for each association member as part of a greater Jewish historical continuum.

VI. *The Functions of the Federation*

1. Services to the Members of the Associate Organizations:
 - A. In relationship to the Jewish and general community.
 1. Representation of Jewish communal service workers in national Jewish bodies, such as the Conference of Presidents of Major Jewish Organizations; American Conference on Soviet Jewry; Bureau of Careers in Jewish

- Communal Service; International Conference of Jewish Communal Service and relationships between Jewish communal workers and national Jewish groups, such as Synagogue Council of America.
2. Relationship of Jewish communal service workers with national social welfare organizations, such as the National Conference on Social Welfare, National Association of Social Workers and the National Assembly for Social Policy and Development.
 3. Relationships of Jewish communal service workers with federal government bodies.
- B. In relationship to the development of professional services to the Jewish community:
1. Advance programs for professional education for Jewish communal service on various levels.
 2. Develop programs related to Israel, i.e. work study programs, exchange of professional personnel, joint activities with practitioners in Israel, etc.
 3. Conduct joint activities with Jewish community practitioners in other countries.
 4. Carry on interpretation projects on behalf of the professional fields of service in Jewish communal work.
 5. Help to develop improved personnel standards and practices.
 6. Cooperate with other organizations engaged in finding solutions to the manpower shortage in Jewish communal service.
 7. Act on behalf of the component groups or in cooperation with them on matters of public affairs and social action.
 8. Develop tourist programs both for educational and fund-raising purposes.
 9. Develop insurance programs for the members of the Associate Organizations.
 10. Develop new programs of service.
 11. The aforementioned will be implemented through such activity as the following:
 - a. Publications and periodicals
 - b. Annual national and regional conferences

- c. Local chapters and activities and regional programs
- d. Public relations services
- e. Special project committees
- f. Communications and delegations to convey social policy positions, representation on appropriate bodies for social action, etc.

C. Services to Associate Organizations

It is recognized that the various organizations within the federation are in different stages of organizational development. The National Association of Jewish Communal Workers and National Council for Jewish Education, for example, have well developed structures and organizations which carry on a number of projects, including publications, regional conferences, and other special services to membership. This is also reflected in higher membership dues paid by the membership of these associations. On the other hand, the National Association for Jewish Community Organization Personnel was organized in 1969 and is at the beginning of its development.

Services of the federation to Associate Organizations will be on two levels:

I. Administrative Services

1. Provision of headquarters.
2. Management of membership system (files, dues collections, addresses, etc.)
3. Secretarial help (mailings, duplicating services, maintenance of files)
4. Accounting services.

II. Substantive program services

1. Promotion and circulation of publications.
2. Arrangement for conferences of the individual organizations or jointly of several organizations, locally, regionally, nationally.
3. Public relations programs in behalf of the Associate Organizations.

VII. *Membership in the Federation*

1. Membership in the federation (NCJCS) will be through membership in one of the Associate Organizations constituting the federation. There will be no individual membership in the NCJCS.
2. Each member of the Associate Organiza-

tions will automatically be a member of the NCJCS.

3. Each Associate Organization will determine and be responsible for its own membership eligibility.
4. Each of the Associate Organizations will contribute the same per capita (\$20 per year) to the NCJCS for each individual member.
5. An individual will have the right to belong to more than one Associate Organization. A system will be devised whereby only a single payment will be made for him to NCJCS, the cost being shared by the several groups of which he is a member.
6. There will be a category of emeritus members in NCJCS with a special fee for present emeritus members of NCJCS and of the Associate Organizations.
7. There will be a special category for student members.
8. Where Associate Organizations have special membership categories, this matter will require special review and study as to the transition to the new set-up.

VIII. *Structure and Policy Relationships of the Federation to the Associate Organizations*

1. The plan envisages a federation of associated autonomous organizations.
2. The Associate Organizations will have responsibility for decisions made by the federation with respect to (a) adoption of the basic plan for federation, and (b) major new directions taken by the federation. Actions of the federation in taking stands on issues of public policy and in taking social action will not be binding on the Associate Organizations. Each Associate Organization will be able to adopt its own policy and social action program if it is divergent from that of the federation. It is, of course, hoped that with proper prior consultation with and participation of the Associate Organizations in decision-making, the federation will be able to hammer out policies and actions consonant with the desire of the Associate Organizations. Consideration will need to be given to provisions for participation by only certain associate groups in some actions, and to dissent by given groups for particular actions of the federation.
3. The Associate Organizations will have direct representation on major committees of the

federation, specifically, on the Executive Committee; the Conference Program Committee; The Social Policy and Action Committee; and the Nominating Committee.

4. To carry out the above and to provide for adequate representation of the Associate Organizations, the structure of the NCJCS will have to be revised.
 - a. Committees of NCJCS will be constituted of persons designated to serve by the Associate Organizations.
 - b. The number of representatives from each organization will need to be related to the size of the membership of the organization in relation to the total membership of NCJCS. There should be a minimum of three from each group, with additional persons depending on a formula related to size.
 - c. A small number of the membership of the committees will be in an at-large category to be named by the President.

IX. *Steps to be taken in implementation of the Plan for Federation*

It is recognized that the full plan of the Federation will have to be achieved through successive steps. This will require a plan, with priorities and a timetable. It is proposed that the initial steps to be taken toward achievement of the full plan be as follows:

1. Acceptance of the plan for establishment of the federation by NCJCS and the Associate Organizations.
2. Implementation as follows:
 - a. Approval and implementation of the budget necessary to support this program. Attached is a projection of such a budget.
 - b. An appointment by NCJCS of a full-time Executive Director.
 - c. With the appointment of a full-time Executive Director the Federation will move ahead with the following services:
 1. Enrichment of the current program of NCJCS
 2. Rendering of ongoing administrative services to the Associate Organizations as outlined in section C I & II.
 3. The reorganization of the NCJCS structure.
 4. Appropriate and feasible steps towards the implementation of common services (Section V 1) and substantive program services to the Associate Organizations (Section V 2).

PROJECTED BUDGET

EXPENDITURES

	Current	Federation-With Integrated Central Office
Salaries and Benefits		
Executive Secretary	6,000	25,000
Office Secretaries	10,000	29,000
Employee Fringe Benefits	1,500	6,000
Sub-Total	17,500	60,000
General Operations		
Printing and Stationery	1,200	4,000
Telephone and Telegraph	600	2,000
Postage	600	2,000
Auditing	800	1,500
Administrative Expense	1,500	2,400
Affiliation Dues	200	400
Mail and Mimeo	1,000	3,000
Insurance	200	1,000
Contingency-Misc. Expense	300	1,000
Travel (Committee and Exec. Dir.)	2,000	5,000
Office Rent and Maintenance	1,600	5,000
Conference Week Expenses	6,050	6,050
Sub-Total	16,050	33,350
Publications		
Salaries	4,500	5,000
Printing, Mailing, Billing	13,500	18,000
Sub-Total	18,000	23,000
GRAND TOTAL	51,550	116,350

INCOME

	Current	Projected
Organizational		
Federation and Welfare Funds	12,500	44,150
National Agencies	2,500	6,000
Local Agencies	16,000	23,000
	31,000	73,150
Membership Package		
NAJCW (630)	3,200	12,600
AJCRW (140)	650	2,800
NCJE (365)	1,200	7,300
Individual (440)	4,500	8,800
	9,550	31,500
Miscellaneous Income		
(Including Conference Registration Fees)	8,211	9,500
<i>Journal Income</i>	2,200	2,200
GRAND TOTAL	50,961	116,350