

Request for Expression of Interest

January 30, 2012

Dear Community Jewish Education Leader:

Our traditional Supplementary schools are currently at a crossroad; future expansion to meet the potential demand in our community will require changes to our community Jewish education models.

The UJA Federation Centre for Jewish Education (CJE) consulted with the education community and has set as a high priority the sustaining and expansion of Jewish education. We are inviting selected leaders to come together to explore and develop new models of Supplementary Jewish educational opportunities that will help realize this objective.

wow! is an eighteen month educational innovation and action project. The project is collaboration between the Toronto Jewish community and the Jewish Education Service of North America (JESNA) to develop and expand opportunities to engage greater numbers of children and families in meaningful and impactful Jewish education. The CJE has turned to JESNA for consultative support in light of their past and ongoing experience in successfully working with other North American communities on similar projects. The knowledge base at JESNA, led by Don Sylvan, the President of JESNA and Dr. Leora Isaacs, Vice-President, Program and Organization Learning, will serve as our experts, consultants and coaches to advance our work in the GTA.

As we begin our first steps, we are asking if you would be interested in participating in our community based entrepreneurial Supplementary Jewish education initiative. We have included a summary that describes the rationale and goals of this project, as well as our expectations respecting the nature of the commitment from the participating organizations as well the potential benefits of participation.

We formally invite you to indicate your interest in joining in the initiative by completing the attached *Request for Expressions of Interest*. We plan to convene an information meeting on Wednesday, February 15 2012 at the Lipa Green Centre 7:45 a.m. This meeting will be your opportunity to learn more about the wow! project. Please confirm your interest in attending by RSVP to:

Natalie Walden nwalden@ujafed.org

Project criteria and details are enclosed. Submissions are due February 22, 2012.

Shalom,



Craig Rimer, Chair, CJE

c.c: Ed Segalowitz, CJE

Chari Schwartz, CJE

Why wow!?

The Toronto community has a significant number of Day and Supplementary schools with enrollments totaling more than 19,600 students. This represents about half of the total Jewish cohort for age group 4-17 in the GTA of 39,000.

The potential market for Supplementary education growth is large. It ranges from those parents who have not found the right education model to meet their children's needs, to those who don't see the Jewish day school option as a priority or affordable, but may still want a quality Jewish educational experience for their children. We believe that by raising the bar in current program offerings and by initiating new portals for Jewish education, there are significant opportunities for Supplementary schools to better reach undersubscribed sectors.

UJA Federation's Centre for Jewish Education has set this challenge as a priority. We seek to increase the number of children (ages 4 -17) we reach by an additional 5,000 in the next 3 years, a doubling of our current Supplementary education participation levels, and generate a greater satisfaction level with measurable impact.

We realize that this is an ambitious objective; however we are confident that by working with the talents, energies and resources of the Jewish educational community we can achieve this target. This is what we envision: new places for people to convene, encouraging new partnerships, non-profit, for-profit, new approaches, enhancements to current models, new time frames, new media, rethinking new revenue sources and new ways to engage students in quality Jewish education. This will result in the creation of new sustaining models of community based Supplementary Jewish education.

Our first step has been to engage JESNA to help us bring together the community of local educational leaders and entrepreneurs. This group will become known as the "Coalition of the Willing" and will be the focus of the Toronto community's wow! project.


JESNA's expert consultants will coach the "Coalition" of Toronto lay and professional leaders through a planning and implementation process, provide knowledge of best practices and innovative models from throughout North America, and offer guidance in developing a system that is most likely to work for the local community. The 18-month process consists of:

- Identifying the "Coalition of the Willing", the array of educational leaders and entrepreneurs willing to engage in this ambitious objective
- Assessing and appreciating what currently exists in the community and where there are growth opportunities (Discovery Phase)
- Envisioning what might be (Dream Phase)
- Co-constructing what should be (Design Phase)
- Initiating start ups, and learning and improving our programs (Destiny Phase).



Over this 18 month period, we are looking to enable new opportunities and bring Jewish content, best practices, marketing savvy, business planning, educational entrepreneurial energies and talents and financial resources to launch these new portals to Jewish education.

Coalition of the Willing Community Based Education

The Role of the CJE

1. The CJE will provides consultants (JESNA) who will:
 - a. guide, support and advise the “Coalition of the Willing” in developing the agenda and work plan for the community based education model;
 - b. gather, synthesize and share relevant information about innovative projects, best practices and directions in the field of Jewish education, share knowledge and facilitate learning about how to introduce innovation in a community;
 - c. provide tools and enhance the process skills of the “Coalition of the Willing” participants to introduce innovation in their markets and to their organizations;
 - d. connect the “Coalition of the Willing” with innovators in the field to promote networking and information exchange;
 - e. coach and guide a process for planning and implementing pilot projects;
 - f. share knowledge, facilitate learning and coach the “Coalition of the Willing” about evaluation tools specifically related to this method of action research.
2. The CJE will host regular meetings of the “Coalition of the Willing” group, providing meeting space and materials.
3. The CJE will undertake the required fundraising to resource and seed new projects.
4. The CJE will allocate funds to support the new projects initial phases, as required.
5. The CJE and UJA Federation will assist in marketing to the community the organizations’ new initiatives under the  project.


Criteria and Expectations for the project

1. Participants are expected to partake in the change/innovation projects developed through this process, either independently or in collaboration with other participating organization(s).
2. The organization has program(s) targeted to serve Jewish children between ages 4-17 in the GTA .
3. Every organization that commits to the “Coalition of the Willing” will designate a leader who has the authority to implement change for that organization. The leader will be expected to work with a team within their organization.
4. The participating organization’s representatives must attend each meeting. The group will meet in person a minimum of 3 times before June 30, 2012.
5. In addition, participants will learn and are expected to interact through webinars, list-serve, etc.
6. Organizations are expected to provide requested data (e.g., detailed descriptions of educational initiatives offered under its auspices, participants and enrollment trends, staff) in a timely manner.
7. Organizations are expected to assist in recruiting participants for focus groups and for the community Summit (facilitated by JESNA). This will include the organization’s lay and professional leadership who will assist in identifying key leaders and opinion makers.
8. The organization will put forward project(s) to increase its outreach in Supplementary Jewish education. The overall community target is to double our current capacity, improve program quality and enhance user satisfaction.
9. Through participation in the  process, organizations will innovate by designing and implementing new content-rich education programs. These programs should be collaborative ventures. The process will include the development of substantive content, staffing, resources, change management principles, and sustainable business plans.
10. Projects that are implemented through the  process, regardless of funding source, will be written up by the sponsoring organization(s) as a shared resource for all community based schools and wider dissemination as a means to learn from both successes and failures.

Federation Criteria for “Coalition of the Willing”


1. The organization must identify that it is serving the GTA Jewish community and shares the values of the UJA Federation mission:

“UJA Federation’s mission is to preserve and strengthen the quality of Jewish life in Greater Toronto, Canada, Israel and around the world through philanthropic, volunteer and professional leadership.”

2. The organization accepts UJA as the primary community fundraising initiative in Greater Toronto. Leaders of the participating organization should be contributors in good standing to the UJA Annual Campaign.
3.  participants are expected to incorporate into their official stationery the logo of UJA Federation of Greater Toronto with respect to the project(s).
4. Identification with community requires that the educational program of the school promotes positive attitudes to and identification with the State of Israel and tolerance for the Toronto Jewish community in all of its diversity.
5. The organization¹ must comply with all relevant public regulations.

¹ Organizations are meant to include the following:

- Must be incorporated
- Can be a Charity, Non-Profit or For Profit
- Must be in good standing and comply with government regulations.

Expression of Interest
Application to Participate in the
“Coalition of the Willing”  Project

Part 1 – General Information

Name of Organization:

Name of person filling out the Expression of Interest

Email Address

Telephone #

Location:

Constituent Group Serving:

Senior Officials: (e.g. Chair, CEO, Rabbi, President)

Email Address

Telephone #

If accepted into “Coalition of the Willing” our representatives will be:

1 _____ (*Main Contact)

Name

Title

_____ (*Main Contact)

Email Address

Telephone #

2

Name

Title

Email Address

Telephone #

Please fill out the following information:

_____ Number of years organization has been in operation

_____ Organizational status

_____ Non-Profit

_____ Charity CRA# _____

_____ Private for Profit

_____ Number of participants/students enrolled in 2011 programs

Part 2 –Proposal

As part of the application process, please submit a ***“Request for Expression of Interest.”***

Guidelines for Expression of Interest

1. Why does your organization want to be part of the “Coalition of the Willing”?
2. What characteristics and assets make your organization “primed” for this innovation (e.g., past experience, need, leadership, etc.) Identify your organizations readiness for innovation to expand and enhance the quality in Supplemental community based education.
3. Which target populations are you particularly interested in reaching – and why? (Please include information about your previous or ongoing and unique relationship with this cohort).

SUBMISSION DEADLINE AND PROCESS TIMELINE

- **All submissions must be received by Wednesday, February 22nd.**
- Applicants will be notified of the results of the initial screening process by February 29, 2012

Email to the attention of: Chari Schwartz, Assistant Director

UJA Federation Centre for Jewish Education

Cschwartz@ujafed.org

416-631-5823