united jewish communities

annual report 07

As we look back on 2007, we are incredibly proud of our accomplishments over the past year and we intend to build on them in 2008. Last year alone, the UJC/Federation system raised $2.4 billion to help Jews in need around the world, an amazing number by any measure.

Our Annual Campaign climbed to $900 million, our endowment and planned giving portfolio exceeded $13 billion, supporting more than $1 billion in programs, and we continued to provide a global array of emergency response programs, from the New Orleans Gulf Coast to Sderot and other "frontline" communities in Israel, via tens of millions of dollars.

And, over the past year, UJC has made some exciting changes to help the continental Jewish community grow and meet the challenges of the 21st century.

Our newest initiatives include a collaborative model of fundraising in 20 pilot communities to help federations take more strategic and effective approaches; helping emerging Jewish communities manage growth, and allowing federations to better measure their performance through our Federation Peer Yardstick benchmarking plan.

We are meeting key challenges in other ways too. We are embarking upon a major market research effort for the UJC/Federation system that will deliver more consistent branding to better connect with an increasingly mobile and unaffiliated population. Meanwhile, we are conducting a parallel study of Jewish mobility to help our federations better understand and reach our evolving community.

We launched the Center for Jewish Philanthropy, a new, donor centered model for comprehensive philanthropy that offers an extensive menu of giving opportunities and tailors strategies to meet every philanthropic need.

We are also working hard to identify and nurture vehicles for promoting Jewish identity and peoplehood, branding them to allow for fundraising campaigns that can be promoted continentally and implemented locally with UJC's assistance.

We're engaging our next generation of young leaders, funding innovative alternative startups, convening emerging philanthropists through our Young Leadership Cabinet and at events like Tel-Aviv One and Washington 15, and by featuring young Jewish and Israeli social entrepreneurs at the annual General Assembly.

Our public policy advocacy plays a vital role in leveraging additional funding sources to meet our communal needs at home. In Washington, we advocate for federations, last year alone securing more than $20 million in government funding for programs pivotal to our community, such as homeland security aid for high-risk non-profits including federations; aid for naturally occurring retirement communities (NORCs); and funding for a new family caregiver support network. Our Washington Office advocacy on tax and social policy helps protect over $9 billion in government funding for our communities.

Through our Global Operations: Israel & Overseas Group, based in Israel, we're helping our system make an even greater strategic impact in Israel and around the world.

Through our federation Annual Campaigns we sent the incredible sum of $410 million to our overseas partners, the Jewish Agency for Israel and the American Jewish Joint Distribution Committee. Included in this sum was over $90 million from the Israel Emergency Campaign, our response to the Second Lebanon War. We rebuilt infrastructure, provided trauma relief and moved vulnerable populations out of harm's way during the war. We then helped rebuild the economic and community capacity of areas affected by the war, and most recently helped the embattled Sderot area where rockets from Gaza are landing by the scores every day We continue to engage in meaningful evaluation of these investments to insure our donors dollars have maximum impact.

A year and a half ago, we raised some $75 million for the Operation Promise campaign to help the world's poorest Jews in Ethiopia – to bring the Falas Mura home to Israel and lift the entire Israeli Ethiopian community into the mainstream, as well as to deliver life-saving food and medicine to poor, elderly Jews in the former Soviet Union and nurture the Jewish identity of young, increasingly assimilated FSU Jews. In 2007 alone, we provided $8 million of cash for that effort.

UJC and the federations of North America have done so much over the past year to help Jews in need around the world to build community – and we are on course to do even more. We have an unprecedented opportunity to mobilize great financial, intellectual and human capital and leverage our collective impact to address the challenges and opportunities ahead, continuing our historic support of the Jewish people and building thriving Jewish communities.

Howard Rieger
UJC President and CEO

Joe Kanfer
Chair, UJC Board of Trustees

For more details, see UJC's online Annual Report at *www.ujc.org/annualreport*

CONSOLIDATED BALANCE SHEET

UNITED JEWISH COMMUNITIES, INC.

JUNE 30, 2007
(With Summarized Financial Information for June 30, 2006)
(In Thousands)

	2007	2006
ASSETS		
Cash and cash equivalents	$70,424	$29,640
Allocations and annual assessments receivable (net of allowance for uncollectibles of $36,722 in 2007 and $37,849 in 2006)	290,867	295,963
U.S. Government grant receivable	19,800	19,230
Contributions receivable primarily for capital projects - net	7,920	7,012
Advances, other receivables and other assets	4,672	5,918
Investments, at fair value	65,411	53,435
Assets held under charitable trust agreements, at fair value	1,483	1,479
Intangible pension asset	0	46
Capital projects in Israel	125,619	130,985
Fixed assets-net	1,581	1,615
Total assets	$588,777	$545,323
LIABILITIES AND NET ASSETS		
Accounts payable and accrued expenses	$27,765	$29,269
Term loan payable	66,589	70,855
Other payables	5,937	5,533
Accrued pension benefit cost	6,536	3,238
Accrued postretirement benefits other than pensions	7,118	8,818
Amounts held for others	104,347	83,969
Total liabilities	218,292	201,682
Net assets		
Unrestricted	130,264	131,586
Temporarily restricted	218,747	192,052
Permanently restricted	20,474	20,003
Total net assets	369,485	343,641
Total liabilities and net assets	$587,777	$545,323

Audited financial statements are available upon request

CONSOLIDATED STATEMENT OF ACTIVITIES & CHANGES IN NET ASSETS

YEAR ENDED JUNE 30, 2007

(With Summarized Financial Information for the Year Ended June 30, 2006)

(In Thousands)

	Unrestricted Restricted	Temporarily Restricted	Permanently Restricted	2007	2006
Operating revenues, gains and other support					
Campaign allocations from communities	$192,085	$137,591		$329,676	$330,789
Israel Emergency Campaigns		190,320		190,320	4,191
Campaign allocations from communities	192,085	327,911		519,996	334,980
Contributions		13,238	471	13,709	27,674
U.S. Government grant		39,600		39,600	39,600
The National Federation/Agency Alliance dues	250			250	281
General assembly and other conference revenues	4,454			4,454	7,056
Missions	11,683			11,683	18,380
Program revenues	1,936			1,936	1,418
Charitable gift annuities	99			99	43
Investment income	2,709	3,781		6,490	4382
	213,216	384,530	471	598,217	433,814
Gross proceeds from the sale of apartments	7,938	379		8,317	9,903
Less cost basis of assets sold	(392)			(392)	(570)
Less selling expenses	(604)	(11)		(615)	(632)
Gain on sale of apartments	6,942	368		7,310	8,701
Rental income	4,381	66		4,447	4,095
Other revenues	760			760	732
Net assets released from restrictions	199,154	(199,154)			
Total operating revenues, gains and other support before amounts received for distribution to others	424,453	185,810	471	610,734	447,342
Less amounts received for distribution to others		(159,115)		(159,115)	(97,153)
Total operating revenues, gains and other support	424,453	26,695	471	451,619	350,189
Operating program services and supporting services expenses	422,875			422,875	$347,229
Change in net assets from operations	1,578	26,695	471	28,744	2,960
Other changes in net assets					
Curtailment gain					2,640
Additional minimum pension liability	123			123	4,388
Gain (loss) on swap agreement	(734)			(734)	2,895
Change in pension accounting principle	(2,289)			(2,289)	
	(1,322)	26,695	471	25,844	12,883
Change in net assets					
Net assets - beginning of year	131,586	192,052	20,003	343,641	330,758
Net assets - end of year	$130,264	$218,747	$20,474	$369,485	$343,641

Audited financial statements are available upon request

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2007
(With Summarized Financial Information for the Year Ended June 30, 2006)

(In Thousands)

	Program Services				Supporting Services		Total	
	Program Services in Israel	Missions	Other Programs	Total	Fund-Raising	Management and General	2007	2006
Allocations								
Campaign	$ 287,611		$ 138,290	$ 425,901			$ 425,901	$ 289,461
U. S. Government grant	39,600			39,600			39,600	39,600
Real estate-related activities	23,632			23,632			23,632	24,855
	350,843		138,290	489,133			489,133	353,916
Payroll and benefits		$ 1,264	17,518	18,782	$ 1,389	$ 6,553	26,724	26,834
Missions		12,129		12,129			12,129	18,950
Meetings and conferences		8	4,245	4,253	9	362	4,624	6,747
Travel		51	1,487	1,538	117	281	1,936	1,993
Education and evaluation			278	278			278	638
Promotional and media		55	1,369	1,424	209	74	1,707	1,614
Occupancy and other related costs			2,293	2,293	123	778	3,194	3,043
Interest and bank fees		4,062		4,062			4,062	4,116
Professional and other services		1	5,183	5,184	29	899	6,112	5,948
Communication and postage		32	507	539	49	280	868	892
Supplies, stationery and subscriptions		7	400	407		5	412	384
Grants to organizations			8,275	8,275			8,275	12,610
Other		135	1,042	1,177	68	466	1,711	1,388
Total expenses including amounts distributed to others	$ 354,905	$ 13,682	$ 180,887	$ 549,474	$ 1,993	$ 9,698	$ 561,165	$439,073
Less amount distributed to others			(138,290)	(138,290)			(138,290)	(91,844)
Total	$ 354,905	$ 13,682	$ 42,597	$ 411,184	$ 1,993	$ 9,698	$ 422,875	$ 347,229

Audited financial statements are available upon request

CORPORATE OFFICERS
December 2007

Joseph Kanfer
Chair of the Board

Kathy Manning
Chair of the Executive Committee (and Vice Chair of the Board)

Vice Chairs of the Board

Marilyn Blumer
Diane Feinberg
Rani Garfinkle
Ann-Louise Kleper
Robert T. Mann
Morris Offit
Esther Polland
Elaine Schreiber
S. Stephen Selig III
Mark Wilf
Toni Young

David Fisher
National Campaign Chair

Michael C. Gelman
Treasurer

David J. Steirman
Assistant Treasurer

Michael Lebovitz
Secretary

Howard M. Rieger
President

UJC BOARD OF TRUSTEES
December 2007

Bennett Aaron
Carol Aaron
Gary Aidekman
Eric Albert
Joel Alperson
Bruce Arbit
Jacob Aronov
Harvey Barnett
Saby Behar
Sharon Bell
Alvin Berkun
Mandell Berman
Franklin Block
Wendy Block
Herschel Blumberg
Marilyn Blumer
Michael Bohnen
Judith Brachman
Nancy Brenner
Charles Bronfman
Shoshana Cardin
Chuck Cohen
Edwin Cohen
Lisa Cohn
Leonard Cole
Claire Ellman
David Engel
Raymond Epstein
Barbara Farber
David Farber
Susan Farber
Diane Feinberg
Doris Feinberg
Iris Feinberg
Genine Fidler
Irwin Field
Cheryl Fishbein
David Fisher
Marc Fisher
Robyn Fisher
Frances Friedman
David Garfinkle
Lorraine Garfinkle
Michael Gelman
Conrad Giles
Cora Ginsberg
Billie Gold
Marc Gold
Robert Goldberg
Ted Goldberg
Jane Goldstein
Charles Goodman
Alexander Grass
Sheila Greenbaum
Robert Grey
Nancy Grosfeld
Harley Gross
Allen Guggenheim
Dan Guyer
Stewart Harris
Leslie Held
Kenneth Heyman
Bobbie Higer
Michael Horowitz
Harry Immerman
Arthur Jablon
Kenneth Kaiserman
Mitchell Kaliff
Joseph Kanfer
Richard Kann
Irene Kaplan
Stewart Kasen
Ward Katz
Arlene Kaufman
Jody Kaufman Loewenstein
Dennis Kessler
Joseph Kirshenbaum
Leonard Kleinman
Ann-Louise Kleper
Lori Klinghoffer
Steven Klinghoffer
Martin Kogon
David Koschitzky
Dane Kostin
Myra Kraft
Jocelyn Krifcher
Richard Krugel
Robert Kuchner
Jane Kulbersh
Mark Lainer
Frank Lautenberg
Michael Lebovitz
Marvin Lender
Beth Leonard
Jerry Levin
Jordan Levy
Norman Lipoff
Arthur Loring
Robert Loup
Edward Lyons
Morton Mandel
Robert Mann
Kathy Manning
Lewis Margolis
Bennett Miller
Paul Morton
Michael Nissenson
Gail Norry
Julie Oreck
Rosalind Osterman
Richard Pearlstone
Kenneth Polin
Esther Polland
James Potter
Heschel Raskas
Albert Ratner
Shepard Remis
Judy Robins
Lester Rosenberg
Ronald Rosensweig
Neil Ross
Robin Rubin
Robert Ruby
Steven Schottenstein
Elaine Schreiber
Jodi Schwartz
Diane Seder
S. Stephen Selig
Midge Shafton
Maxine Shapiro
Sandra Sheinbein
Jane Sherman
Bruce Sholk
Blossom Siegel
Beryl Simonson
Carol Smokler
Edgar Snyder
Carole Solomon
Alan Solow
Joelle Steefel
David Steirman
Henry Taub
Joel Tauber
James Tisch
Patricia Uhlmann
Kenneth Warner
Stanley Weinstein
Richard Wexler
Mark Wilf
Maynard Wishner
Gerald Yanowitz
Toni Young
Fred Zimmerman
Garry Zlotnik

SENIOR MANAGEMENT TEAM
December 2007

Victoria Agron
Senior Vice President
Development

Samuel Astrof
Chief Operating Officer
& Chief Financial Officer

Dvora Blum
Vice President
Israel Planning

Becky Caspi
Senior Vice President
Director General/Operations

William Daroff
Vice President
Public Policy

Mindy Hepner
Senior Director, Governance

Robert Hyman
Senior Vice President
Organizational Development/
Stakeholder Relations

Eric Levine
Vice President
Jewish Peoplehood and Identity

James Lodge
Vice President
Global Operations: Israel & Overseas

Ron Meier
Senior Vice President
Mandel Center for Leadership Excellence

Gail Reiss
Vice President
Development and Major Events

Howard Rieger
President & Chief Executive Officer

Yossi Rosner-Wachs
Deputy Director General
UJC Israel

Debra Roshfeld
Vice President
Mandel Center for Leadership Excellence

Nachman Shai
Senior Vice President
Director General/External Relations

Yitzchak Shavit
Senior Vice President
Communal Advancement

Rebecca Sobelman-Stern
Vice President
C3: Community/Capacity/Consulting

Barry Swartz
Senior Vice President
Continental Community Development and Capacity Building

United Jewish Communities
The Federations of North America | Live Generously

111 Eighth Avenue, Suite 11E
New York, NY 10011-5201
www.ujc.org

Welcome

Our founding mission statement spelled out our vision, which still guides us today:

United Jewish Communities protects and enhances the well-being of Jews and Jewish communities in North America, Israel and around the world, striving to realize our core values of chesed (caring and compassion) and Torah (Jewish learning), tikkun olam (repair of the world) and tzedakah (social justice). UJC, as the central address of the federations, acts upon these values through its philanthropic endeavors, its strategic initiatives and its collective leadership - in partnership with local communities, national and international agencies - to strengthen Jewish communities, Jewish learning and living, social justice and Clal Yisrael (Jewish peoplehood).

Our approach is guided by:

Our Purpose: Jews everywhere living safe, secure and meaningful Jewish lives in vibrant Jewish communities.

Our Mission: A bold continental and local federation system bringing the Jewish community together to mobilize resources (financial and social) to strengthen the Jewish people.

Our Economic Driver: Connecting donors to needs in socially and emotionally satisfying ways.

Letter

As we look back on 2007, we are incredibly proud of our accomplishments over the past year and we intend to build on them in 2008. Last year alone, the UJC/Federation system raised $2.4 billion to help Jews in need around the world, an amazing number by any measure.

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Our newest initiatives include a collaborative model of fundraising in 20 pilot communities to help federations take more strategic and effective approaches; helping emerging Jewish communities manage growth, and allowing federations to better measure their performance through our Federation Peer Yardstick benchmarking plan.

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peoplehood, branding them to allow for fundraising campaigns that can be promoted continentally and implemented locally with UJC's assistance.

We're engaging our next generation of young leaders, funding innovative alternative startups, convening emerging philanthropists through our Young Leadership Cabinet and at events like Tel-Aviv One and Washington 15, and by featuring young Jewish and Israeli social entrepreneurs at the annual General Assembly.

Our public policy advocacy plays a vital role in leveraging additional funding sources to meet our communal needs at home. In Washington, we advocate for federations, last year alone securing more than $20 million in government funding for programs pivotal to our community, such as homeland security aid for high-risk non-profits including federations; aid for naturally occurring retirement communities (NORCs); and funding for a new family caregiver support network. Our Washington Office advocacy on tax and social policy helps protect over $9 billion in government funding for our communities.

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Through our federation Annual Campaigns we sent the incredible sum of $410 million to our overseas partners, the Jewish Agency for Israel and the American Jewish Joint Distribution Committee. Included in this sum was over $90 million from the Israel Emergency Campaign, our response to the Second Lebanon War. We rebuilt infrastructure, provided trauma relief and moved vulnerable populations out of harm's way during the war. We then helped rebuild the economic and community capacity of areas affected by the war, and most recently helped the embattled Sderot area where rockets from Gaza are landing by the scores every day We continue to engage in meaningful evaluation of these investments to insure our donors dollars have maximum impact.

A year and a half ago, we raised some $75 million for the Operation Promise campaign to help the world's poorest Jews in Ethiopia – to bring the Falas Mura home to Israel and lift the entire Israeli Ethiopian community into the mainstream, as well as to deliver life-saving food and medicine to poor, elderly Jews in the former Soviet Union and nurture the Jewish identity of young, increasingly assimilated FSU Jews. In 2007 alone, we provided $8 million of cash for that effort.

UJC and the federations of North America have done so much over the past year to help Jews in need around the world to build community – and we are on course to do even more. We have an unprecedented opportunity to mobilize great financial, intellectual and human capital and leverage our collective impact to address the challenges and opportunities ahead, continuing our historic support of the Jewish people and building thriving Jewish communities.

Joe Kanfer
Chair, UJC Board of Trustees

Howard Rieger
UJC President and CEO

Introduction

UJC's new strategy is working to help federations increase fundraising and build community in the years ahead. In the past year, we realized many successes that offer a powerful base on which to grow.

Please read this section to learn about some of our accomplishments in the fields of **development**, **community**, **advocacy**, and **peoplehood** in the past year. You'll also discover the importance of the power of the collective in responding to **emergencies,** the various **partnerships** we have with other organizations and about our signature annual event, the **UJC General Assembly**.

If you have any questions about this annual report, please contact Annette Powers, Senior Writer, UJC Communications.

Development

The Annual Campaign

In 2007, UJC and the Federations of North America raised $900 million for a huge range of services and programs around the world through the Annual Campaign. The Annual Campaign provides unrestricted funds to meet urgent, ongoing humanitarian needs of the Jewish people, to encourage and support Jewish education and Jewish community, and to strengthen the relationship between North American Jews and the Israeli people. The majority of Annual Campaign gifts remain within local communities, helping to strengthen federations. The rest go to meet overseas needs that help build the Jewish homeland and to support strong Jewish communities worldwide.

The Center for Jewish Philanthropy

The Center for Jewish Philanthropy concept and the UJC/Federation strategy for resource development in the 21st century emerged from the 2004 UJC Financial Resource Development Study, which researched, analyzed and recommended strategies to engage the next generation, build community capacity and increase fundraising.

UJC and a growing number of federations are embracing this new model and UJC worked with 17 federations in 2007 alone.

The Collaborative Model helps reposition UJC and federations as The Center for Jewish Philanthropy. An inclusive and donor-centered concept, the Center for Jewish Philanthropy aspires to address unmet needs, consider bold program ideas, engage new donors and promote a range of income streams. In addition to providing trained professional philanthropic advisors, federations function as community conveners inspiring an expanded vision for re-imagining the Jewish community.

The Center for Jewish Philanthropy seeks to expand opportunities for participation through all giving vehicles including annual and capital campaigns, corporate sponsorship, government and foundation funding, special emergency and second-line campaigns.

The Collaborative Model and The Center for Jewish Philanthropy aim to engage more donors, raise more dollars, meet more needs, provide more services and bring us all closer to our mandate of *Tikkun Olam*, repairing the world.

Supplemental giving for Israel and Overseas

Through our Global Operations Group based in Israel we're helping our system make an even greater strategic impact in Israel and overseas. The $360 million Israel Emergency Campaign responded to the Second Lebanon War by rebuilding infrastructure, providing trauma relief and moving vulnerable populations out of harm's way, then by building economic and community capacity of areas affected by the war, and most recently by helping the embattled Sderot area,

under daily rocket attack from the nearby Gaza Strip. To date, the IEC has allocated nearly $17 million to funding programs in Sderot and the surrounding areas. The IEC realized $90 million in cash in 2007 alone, out of the total amount raised.

We raised some $75 million for the Operation Promise campaign to help the world's poorest Jews in Ethiopia – to bring the Falas Mura home to Israel and lift the entire Ethiopian community into the Israeli mainstream, as well as to deliver life-saving food and medicine to poor, elderly Jews in the former Soviet Union and nurture the Jewish identity of young, increasingly assimilated FSU Jews. In 2007 alone, we sent $8 million for that overall effort.

Planned Giving & Endowments

Our endowment and other planned gifts are expected to be valued at $13 billion. Contributions to planned giving are expected to exceed $1.3 billion with great growth potential.

In the past year, UJC launched and provided guidance on several funds, the first of which was the UJC Venture Fund for Jewish-Arab Equality and Coexistence, which recruited 15 partners representing a total financial commitment of $750,000 and the Family Philanthropy Initiative (FPI), which was launched in several new communities and enhanced in others. UJC's Create a Jewish Legacy (CJL) enrolled five pilot communities in a national bequest building initiative with an additional five communities slated for 2008.

The number of Lion of Judah Endowments (LOJE), now entering its 13th year, has increased to over 3,000 women representing more than $460 million in endowment funds.

National Jewish Federation Bond Program

In the five years since its inception, the National Jewish Federation Bond Program has facilitated access to over $450 million in capital financing to 24 Jewish federations and affiliated agencies in 16 communities across the country. In 2007 alone, the program completed nine transactions totaling $100 million. Bond Program participants have used this capital to finance new projects and refinance existing debt for Jewish Community Centers, day schools, senior housing and healthcare facilities, federation headquarters, social services buildings, summer camps, Hillels, and Jewish museums and libraries. Borrowers under the program include both large and small federations and individual agencies.

The overwhelming majority of the program's participants are novice borrowers who, otherwise, would not have ready access to the team of nationally recognized industry leaders that the program offers. By borrowing in the tax-exempt market and by centralizing the development and ongoing administration of their debt, participants have realized significant cost savings, amounting to over $5 million total in 2007, while accessing bonds more easily than they otherwise would have.

Community

Branding Initiative

One of UJC's goals is to more deeply connect donors and unaffiliated Jews to our continental system, through a strategic branding initiative, which could help us better present a more consistent brand identity in an age of increasing population mobility, more effectively reaching existing and new donors.

This past year, UJC hired R&R Partners, a global marketing communications firm best-known for the "What happens here, stays here" campaign for Las Vegas. R&R is aiming to deliver

recommendations to UJC in late 2008, and then to deliver a brand architecture for possible implementation for the federation system by the 2010 campaign.

Impact of Mobility Study

UJC's Research and Analysis department spent late 2007 planning for the 2008 launch of a study on the impact of Jewish population mobility on the Jewish communal system. This innovative project, to be completed by early 2009, is an outgrowth of UJC's strategic commitment to helping federations enhance their community capacity building. Working with the highly respected National Opinion Research Center, UJC will develop a practical guide for communities to use to deal with how population shifts affect philanthropy, volunteerism and affiliation within the continental Jewish community and how to take action as a system to retain donors as they move from place to place.

National Women's Philanthropy

In the 2007 Annual Campaign (now 98 percent closed), National Women's Philanthropy collectively raised over $184 million, with a 6.2 percent gift-for-gift increase. The Women's Campaign represents approximately 23 percent of the total Annual Campaign.

National Women's Philanthropy is dedicated to building a thriving future for our North American communities, Israel and the Jewish people, and the National Women's Philanthropy Board is dedicated to ensuring that women who lead are appropriately trained and have been given the tools to hone their individual abilities and maximize their potential for success.

The National Women's Philanthropy Board includes women from more than 60 communities of all sizes across North America. The board sets the tone by engaging women at the highest levels of decision making within the system, of which women's campaigns represent 25 percent (or more) of dollars raised. NWP is at the forefront of campaign solicitation and training of local leaders, providing resources to our communities, and providing leadership to advocate for our programs and services around the world. Locally, the board serves as a liaison between communities and National Women's Philanthropy to inform the community about the work of UJC.

Entering its 36th year, NWP's Lion of Judah program continues to engage and inspire increasing numbers of women. The number of Lions of Judah (women who contribute a minimum of $5,000 a year to the Annual Campaign) has grown to close to 16,000 worldwide. More than 3,000 of those Lions are at the Ruby level ($10,000) or higher - up to over $250,000 in some instances. The number of Lion of Judah Endowments (LOJE), now entering its 13th year, has increased to over 3,000 women representing more than $460 million in endowment funds.

National Young Leadership

The National Young Leadership (NYL) Cabinet of nearly 400 women and men between the ages of 30 and 40 years old represents UJC's most committed young leadership from across the United States and Canada. The NYL Cabinet aims to develop and provide leadership to ensure that the Jewish people in Israel, in our communities and throughout the world remain strong and vital.

The UJC National Young Leadership Cabinet Campaign raised nearly $1.9 million through the National Young Leadership Cabinet Retreat for the 2008 Annual Campaign from 210 participants, a 24 percent gift-for-gift increase over the previous year.

Twenty-nine Young Leadership professionals attended the annual NYL Cabinet Retreat to enhance their leadership development skills, to network and to learn more about the Cabinet experience. They also raised over $46,900, a 38 percent gift-for-gift increase.

The National Young Leadership Summer Mission to Israel raised more than $290,000 from 297 participants from 27 communities, a 179 percent gift-for-gift increase. Sixty-one percent had never given to federation before, and 65 new Ben-Gurion Society members joined as a result.

The Ben-Gurion Society (donors of $1,000 or more between the ages of 25 and 45) sponsored a mission to Israel, following in David Ben-Gurion's footsteps. The 51 participants raised over $257,000, which demonstrated a 58 percent gift-for-gift increase. The Ben-Gurion Society also sponsored a National Young Leadership Conference at the GA, featuring leadership development training for more than 200 participants, including many newcomers.

More than 25 National Young Leadership Cabinet members met with legislators in Washington, DC on the NYL Cabinet Domestic Mission in February. The NYL Cabinet Study Mission, with 26 Cabinet members, traveled to Israel and Ethiopia in May to get a first-hand look at the conditions of the Falas Mura in Ethiopia and gain a deeper understanding of what they face as new immigrants in Israel.

Breakthrough

UJC's Breakthrough program of Next Generation strategies aims to educate philanthropists to engage more actively and more collaboratively with their local federations. Breakthrough programs include Lunch with a Legend, Jewish Leadership Forum in Aspen and Flight.

Lunch with a Legend offers opportunities to learn and network through intimate roundtables with business leaders who are also leading Jewish philanthropists. The Annual Jewish Leadership Forum retreat in Aspen provides an opportunity for participants to strengthen their engagement in Jewish philanthropy, and explore what it means to be a philanthropic leader in an intensive three-day retreat in an idyllic setting, with internationally renowned speakers. Participants develop tools to create a philanthropic mission and vision.

Flight is a partnership program between UJC and the Max M. and Marjorie Fisher Foundation. This year's class included 12 participants and their spouses. The first seminar, an overseas mission to Odessa and Israel, took place in October and two more domestic programs will take place in 2008.

Advocacy

UJC's public policy advocacy plays a vital role in leveraging additional funding sources to meet our communal needs at home. In Washington, we advocate for federations. In 2007 alone, UJC secured more than $20 million in government funding for programs pivotal to our community, such as homeland security aid for high-risk non-profits including federations; aid for naturally occurring retirement communities (NORCs); and funding for a new family caregiver support network.

Homeland Security

UJC secured $15 million to continue funding the Nonprofit Security Grant Program and is currently providing technical assistance to communities to secure additional funds to protect at-risk nonprofit institutions in 2008.

UJC has assisted 40 communities secure close to $35 million to date.

Naturally Occurring Retirement Communities (NORCs)

In 2007, UJC completed the national evaluation of the NORCs program which found that

participants were more likely to feel healthier and less likely to feel socially isolated than before. UJC spearheaded advocacy efforts to secure more than $5 million to fund 19 additional NORC Supportive Services demonstration projects in 14 states.

UJC has assisted 45 communities in 25 states secure $27 million to implement this program to date.

Family Caregiver Access Network

UJC worked in collaboration with UJC's Public Policy department and Planned Giving & Endowments department to launch the Family Caregiver Access Network demonstration project to strengthen supports for family caregivers in four pilot communities, with a plan to expand to eight communities in 2008. UJC also directed advocacy to secure $300,000 in federal demonstration grants for a new UJC-developed family caregiver support demonstration program in two federation communities.

Peoplehood

UJC is identifying and nurturing ways to promote Jewish identity and peoplehood, such as pre-schools and day schools, youth trips to Israel such as Birthright Israel and live/work programs such as Otzma, or Jewish camping and Jewish service initiatives. We're also working with our next generation of young leaders, whether by funding innovative alternative startups through Bikkurim, convening emerging philanthropists through our Young Leadership Cabinet or in events like Tel-Aviv One and Washington 15, or featuring young Jewish and Israeli social entrepreneurs at the annual UJC General Assembly.

Passport to Jewish Life

UJC's Jewish Peoplehood & Identity group and UJC's Board of Trustees began discussing a concept called Passport to Jewish Life, a work-in-progress, yet to be fully explored with federations. The Passport to Jewish Life would create a communal fund, locally based and tailored to local needs and conditions, to help help individuals and families participate in Jewish communal activities such as pre-schools, day schools, JCCs, camps and synagogues.

The Passport to Jewish Life is already resonating among federations and is undergoing further review. Included is the novel concept of a federation "concierge" to foster long-term connection to the Jewish community and federation system. This concept could successfully re-brand the federation system, reach potential new donors and be an ideal vehicle for building new endowments continentally.

Day School

UJC also convened a work group of federations to develop federation day school strategies; over 90 participants attended "Day School Funding Consult" before the 2007 General Assembly and UJC began organizing an IRA roll-over project for day school education.

Jewish Service Initiative

We also began plans to launch the Jewish Service Initiative, a research study on Jewish Service programs with the University of Texas, which will study the impact of short-term and long-term Jewish volunteer programs through surveys and focus groups with over 500 participants.

Birthright Israel and Otzma

Over the past year, UJC has raised $7.1 million from federations for Birthright Israel programs, up $1 million from the previous year and recruited 47 participants from 23 federation communities for the Otzma service-based leadership development program in Israel for young Jewish adults. The federation system also supplied $5 million in funding to JAFI for Birthright Israel programs.

General Assembly

The UJC General Assembly (GA), is the largest gathering of lay and professional Jewish communal leaders in the Diaspora. It is UJC's premiere annual event, hosted by a different community each year.

The 2007 UJC General Assembly, hosted by four Tennessee communities, drew nearly 4,000 participants from across the Jewish world. This year's GA focused on UJC's strategic goals and included inspirational plenary speakers discussing social action, social entrepreneurship, social networking and the Next Generation. The program included topics and strategies to attract, welcome and engage a younger audience. There were 300 Hillel students, representing 84 universities, the largest delegation ever.

Join us in Jerusalem for the 2008 UJC General Assembly and an extraordinary celebration of Israel's 60th Anniversary.

The UJC Mandel Center for Leadership Excellence

The UJC Mandel Center for Leadership Excellence represents our system's commitment to attract, develop and retain the best and the brightest human resources available. We take tremendous pride in the accomplishments of UJC/the Federations of North America, and only with the commitment and talent of our volunteer and professional leadership will our compelling ideas, strategic plans and creative initiatives take us to new heights.

The UJC Mandel Center drives the federation system's recruitment and placement efforts. This year we made a total of 38 professional placements, including seven chief executive officers in local federations. Simultaneously, a class of 13 graduate students are preparing for federation careers through our FEREP (Federation Executive Recruitment and Education Program) scholarship program. The two-year Mandel Executive Development Program graduated a class of 24 senior federation professionals, several of whom have assumed enhanced professional leadership positions in the federation system.

The first Professional Leadership Summit convened 400 senior federation professionals, including CEOs and senior managers across all functional areas, to address the critical issues we face as a system. Built around a call for papers that drew some 60 proposals from the field, the Summit themes included Vision for the Federation Movement, Re-imagining the Federation to reach New Markets, Israel on the Federation Agenda, The Face of Philanthropy and Making Federation an Employer of Choice.

Being an employer of choice is about creating an atmosphere in which each of us is able to contribute to our full capacity. As a commitment to building an exceptional workplace, UJC has partnered with the Great Place to Work ® Institute and a pilot group of four federations to survey staff about their experiences on the job. Survey results are being used to inform UJC's human resource policies and programs.

Morton L. Mandel, of Cleveland, Ohio, a former president of the Council of Jewish Federations, has encouraged us over the years to set the very highest priority for human resource

development, and has provided important funding that helped to create and now operate the UJC Mandel Center for Leadership Excellence. As we look to the future, our job, through the UJC Mandel Center, is to strengthen the federation system through its greatest resource -- its people.

UJC Responds

In times of trouble, the UJC/Federation System is there. Harnessing the power of collective resources and philanthropic vision, we respond to urgent needs of Jews and the general community. This year, our community engaged in four emergency relief efforts, responding to new crises and continuing to answer the call of ongoing, pressing needs.

Israel Emergency Campaign (IEC)

UJC and the Federation System received $90 million in cash and $360 million in pledges for the IEC to aide Israelis in the north after the Second Lebanon War and those in Sderot and the Western Negev who are under ongoing Kassam attacks from the Gaza Strip.

The IEC Workgroup, which allocates IEC funds to a variety of programs, has provided $240 million to date. The allocations focus on education, economic opportunity and community capacity building.

As the attacks on Sderot and the areas adjacent to Gaza intensified, the IEC Work Group made a number of special, immediate allocations. These included summer camps in safe locations for the children of the area, after-school enrichment activities, short-term respite for the elderly and the disabled, incentive scholarships for students at Sapir College, and a special Fund for Kassam Victims within the Fund for the Victims of Terror.

IEC programs are implemented through our partners, the Jewish Agency for Israel, the American Jewish Joint Distribution Committee, the Ethiopian National Project, the Israel Trauma Coalition and others. To have a lasting impact, UJC works in partnerships with the Government of Israel, Tsafona (an alliance of Israeli philanthropic and business leaders committed to the development of the north), the Rashi Foundation, and the Karev Foundation, among others.

Two IEC evaluation missions took place so far, focusing on education and economic opportunity. A third, on community capacity building, is planned for 2008. In addition, IEC funds have been allocated for evaluation studies and a UJC staff oversees the implementation of IEC programs.

In 2007, The IEC was supported by an extensive marketing and PR campaign, which included special IEC UJC Facts of the Week, production of a video on Sderot, documenting the first IEC Evaluation Mission through video, photos and a blog. In addition, a resident from Kibbutz Nir Am spoke directly to representatives of the federations in a special conference call organized by the IEC Workgroup.

On the first anniversary of the Second Lebanon War, a special mission of journalists from the American Jewish press visited Israel to learn about the IEC's impact. This tour generated 18 articles in Jewish newspapers.

Hurricane Katrina Update

Unable to run its Annual Campaign in 2006 amid the ruin of Hurricane Katrina, the Jewish Federation of Greater New Orleans bounced back in 2007, restoring the campaign to pre-Katrina levels despite 40 percent fewer gifts and a significant departure of community members, leaders and donors.

UJC and the federation system helped New Orleans and other Gulf Coast communities, Jews and non-Jews alike, with more than $28.5 million in disaster relief. That work continued through 2007, with a rabbi offering pastoral care to communal members and supporting beleaguered rabbis. Since then, two unexpected sources of funds arrived as federation-designated funds totaling $840,000. These funds have allowed UJC to provide Hillel with a third year of funding for Alternate Break Chesed Trips to the Gulf Coast and a first time grant to Union for Reform Judaism Chesed trips.

Virginia Tech University

Immediately after The Virginia Tech University shooting tragedy in April, the UJC Emergency Committee responded by authorizing a $10,000 emergency grant from existing contingency funds for Virginia Tech Hillel to fund communal meals for the rest of the semester. In a few short hours, UJC raised over $33,000 from a handful of federations and an individual donor to cover the cost of a top rabbinic pastoral trauma counselor in Blacksburg, Virginia. The rabbi's work continued through 2008, funded by UJC and a grant from Hillel.

California Wildfires

Within days of the first wildfire, UJC raised over $190,000 for victim assistance through e-philanthropy. The three federations impacted by the fires have requested these funds be transferred to San Diego for use by Jewish Family and Children's Services.

Our Partners

The UJC/federation system reaches and supports Jews in need around the world, sustaining and rebuilding Jewish communities through the funding of, and strategic collaboration with, these global Jewish organizations:

Since 1929, the Jewish Agency for Israel has put Jewish communities around the world into the heart of our people's history making partnership with a singular mission: securing the Jewish future. And a strong Jewish future requires a strong Israel. Toward that end, the Jewish Agency works to keep the promise to every Jew who chooses to come home to Israel; to work with our partners to strengthen Israeli society by creating equal opportunities for Israel's at-risk youth and communities; and to connect and engage the Jewish world's next generation and dramatically increase participation on long-term Israel programs with the power to create tomorrow's leaders for our people.

Together with our partners, we have built a nation, and together we will meet the challenges of today and the future.

In 2007, UJC/federation helped Jewish Agency programs with more than $310 million.

United Israel Appeal (UIA) is responsible for oversight of funds raised by UJA-Federation Annual Campaigns for distribution in Israel.

As part of UJC, UIA is a principal link between the American Jewish community and the people of Israel. An independent legal entity, UIA secures and monitors grant-funds for the immigration and absorption of Jewish refugees to Israel. It is with the Jewish Agency as our partner, that UIA assists American Jews to fulfill their ongoing collective commitment to contribute to and participate in the building of the Jewish State of Israel.

Since 1914, the American Jewish Joint Distribution Committee (JDC) has given global expression to the principle that all Jews are responsible for one another. Operating in over 60 countries, JDC

rescues Jews in danger, provides relief for Jews in distress, revitalizes overseas Jewish communities, and helps Israel address the social challenges that beset its most vulnerable citizens.

In the former Soviet Union, JDC provides food packages, meals-on-wheels, home care, winter relief, and medicine for destitute elderly Jews; and helps the region's Jewish population reconnect to its heritage by creating JCCs, family retreats, and leadership training. In Argentina, JDC furnishes support such as food, clothing, and rent subsidies as well as employment assistance to Jews emerging from economic crisis.

Across Central and Eastern Europe, JDC cares for Jewish elderly and children in need and helps to rebuild self-sufficient Jewish communities, while also creating mechanisms for regional networking and exchange across the continent.

JDC acts as a lifeline to the vibrant Jewish communities of Africa and Asia by enhancing communication within and among them and supporting the formal and informal Jewish education that are those communities' pillars. And in Israel, JDC's strategic partnerships with the Government and local agencies help the Jewish State develop innovative interventions that strengthen its neediest groups, including youth at-risk, the elderly, and immigrants who face barriers to integration.

In 2007, UJC/federation system helped JDC programs with nearly $100 million.

World ORT works for the advancement of the Jewish People through education and vocational training; to provide individuals worldwide with the skills and knowledge necessary to cope with the complexities and uncertainties of their environment; to foster economic self-sufficiency, mobility and a sense of identity through the use of state-of-the-art technology.

World ORT works in partnership with the UJC, JAFI, JDC, ENP and many other major Jewish organizations and leading educational institutions such as the Technion - Israeli Institute of Technology and the Weizmann Institute of Science, as well as international foundations to ensure that those who need it receive the best practical education available.

In Israel, more than 30,0000 students are being helped in their science and technology education through World ORT's Science Journey program; a further 27,000 students benefit from World ORT’s network of Jewish schools and technology training centers in the Former Soviet Union. In Latin America, World ORT supports Jewish education from Mexico to Argentina, providing educational resources no matter how small or isolated the community.

In 2007, UJC/federation system helped World ORT programs with $3.6 million.

The Ethiopian National Project (ENP) is dedicated to enhancing scholastic performance and community empowerment within the Ethiopian community in Israel. Through its stewardship, ENP unites organizations assisting the community, involves leaders and professionals from Ethiopian-Israeli community organizations and programs in the planning, development and implementation of its programs and maximizes the impact of the collective works being done on behalf of the Ethiopian-Israelis.

ENP is a partnership of UJC, the Government of Israel, the Ethiopian Community, the Jewish Agency for Israel (JAFI,) Keren Hayesod and the American Jewish Joint Distribution Committee (JDC). The flagship program of ENP is the SPACE initiative, providing scholastic assistance, creating youth outreach centers and offering other forms of intervention to Ethiopian-Israeli high school students. Recent studies have found that participants' scholastic achievement exceeded the average students' as a result of this intervention.

In 2007, UJC/federation system helped ENP programs with $6 million.

Through UJC's National Federation/Agency Alliance (the Alliance), 37 federations support a network of nine national Jewish agencies that provide local communities with critical services. The Alliance was established in 2007 to allow federations to collectively evaluate and allocate resources for national agencies, engage in national planning with those agencies, and fulfill their collective responsibility toward supporting a national agency system that promotes priorities established by the federations. The following agencies receive funding through the Alliance:

*Association of Jewish Family and Children's Agencies (AJFCA)
*Foundation for Jewish Culture
*Hebrew Immigrant Aid Society (HIAS)
*Hillel: The Foundation for Jewish Campus Life
*Jewish Community Centers Association (JCCA)
*Jewish Council for Public Affairs (JCPA)
*Jewish Education Service of North America (JESNA)
*Jewish Telegraphic Agency (JTA)
*NCSJ: Advocates on Behalf of Jews in Russia, Ukraine, the Baltic States & Eurasia (NCSJ)

In 2007, UJC/Federation helped The Alliance with $7.7 million