Strategic Plan: Goals and Accompanying Objectives

Charter a Process to Generate a Clear Identity for Reconstructionist Judaism in the 21st Century

- Articulate a compelling *raison d’être* for the Reconstructionist movement that both informs and is informed by the identity process.
- Investigate the value of Reconstructionism, Reconstructionist Judaism and Reconstructionist Rabbinical College.
- Use the findings of the identity investigation to discern an appropriate name for the Reconstructionist movement, which works well for both internal communication and outward-looking needs.
- Promote awareness about the outcomes of the identity process through a multi-channel campaign.

Offer Outreach and Opportunities for Engagement to Unaffiliated Individuals and Communities that Share the Broad Vision of Reconstructionist Judaism.

- Incubate new models for engagement.
- Generate outreach materials that can be customized for the needs and interests of specific target groups.
- Generate protocols and outreach materials for non-congregational affiliates of the Reconstructionist movement.
- Promote existing and new Reconstructionist resources to wider audiences.
- Develop a strategic growth plan.
- Distinguish, implement and communicate a Reconstructionist approach to what we do and how we deliver services.

Raise the Profile of Reconstructionist Judaism in the Public Square.

- Develop and promote a Reconstructionist response to issues of significant concern in the broader Jewish community and the wider world.
- Participate and partner in broad social justice campaigns and coalitions that are consistent with Reconstructionist values.
- Advance progressive religion in the public square.

Provide Resources and Consulting to Support In-Reach, Engagement and Growth Within Communities and Other Affiliates of the Reconstructionist Movement.

- Ensure that the formal and informal organizations of the Reconstructionist movement work together to advance the movement.
- Provide expertise responsive to the needs of affiliated communities.
- Provide resources to affiliated communities to help them achieve success as they define success.
- Facilitate opportunities for Reconstructionist communities to share resources, collaborate and learn from each other.
- Create and support opportunities for gathering Reconstructionists together and involve key constituencies in the planning processes.
Support the Educational Aspirations of the Reconstructionist Movement Beyond RRC’s Degree-Granting Programs.

- Provide support to congregational schools.
- Strive to address Jewish education in our curriculum and our broader offerings.
- Curate and create resources to support lifelong learning on JewishRecon.org and other appropriate websites.
- Develop offerings for Reconstructionist teens and college students.
- Provide continuing education opportunities for Reconstructionist rabbis.
- Identify and implement ways to make available and transmit the richness of RRC programs and activities.

Create and Implement a Strategy Drawing on Existing and Emerging Technology to Foster Communal and Individual Enrichment and Facilitate Relationships.

- Deploy technology effectively to support movement activities across geographic spaces.
- Expand and enrich the digital network of Reconstructionist institutions.
- Utilize technology to foster relationships in places where face-to-face community is not a realistic option.

Preserve the Integrity of and Strengthen Degree-Granting Programs of RRC and Bolster Other Core Educational Functions.

- Complete the design of the new curriculum and launch its full implementation.
- Reconfigure faculty responsibilities to ensure ongoing priority for rabbinical education, while also attending to larger movement service.
- Enable the College to take all steps necessary to achieve RRC’s re-accreditation by the Middle States Commission on Higher Education.
- Investigate the creation of additional degree-granting and certificate programs that build on the strengths of a Reconstructionist approach and may be tailored to Reconstructionist constituents.

Ensure the Long-Term Financial Health of the Organization.

- Demonstrate the value of affiliation as a sign of an interconnected network of individuals and communities committed to advancing a Reconstructionist approach to Judaism and Jewish life.
- Ensure that the formal organizations of the Reconstructionist movement—RRC, the Reconstructionist Rabbinical Association, and Camp JRF—work together to advance the vision and influence of the movement, including raising sufficient revenue from multiple sources to support this vision.
- Generate a revenue model that enables fulfillment of all elements of the mission, increases resources, maximizes synergy and mitigates competition.
- Balance revenue and expenses to eliminate structural deficit, minimize draw on the endowment and maximize participation in revenue-positive programs and activities.
- Expand the pool of donors at every level, through stewardship and cultivation at the highest levels and by building a development structure reflective of the restructured organization to maximize relationships across the movement.
- Generate a dues model that makes attractive the prospect of affiliation and provides income to enable support for and growth of affiliation and create an effective educational process for the model.
- Actively engage the faculty and staff in the development of new revenue-positive programs.
- Seed and nurture new revenue-generating programs that are responsive to the current environment.
- Maintain strong financial and operating controls.

Identify the Right Governance and Management Structure of the Newly Constituted Organization and Implement it in a Manner Reflecting the Highest Standards of Best Practices and Ensuring
Accountabilities to Key Stakeholder Constituencies (Students, Affiliated Congregations, Board Members, Reconstructionist Rabbis, Donors, Faculty, Staff, Camp JRF Families).

- Utilize technology to boost the efficiency of Reconstructionist institutions.
- Build an integrated database that tracks data across programmatic and administrative areas.
- Develop a comprehensive management system that integrates across individual, community and movement levels.
- Partner with the new president to define and implement an appropriate staff leadership structure.
- Provide support for the new president to fulfill the mission and implement her vision.
- Invigorate commissions and committees as vital and effective governance structures.
- Enable the board of governors to fulfill the expanded range of its fiduciary and leadership responsibilities with distinction.
- Invigorate the plenum as a vital location for movement discussion and affiliate empowerment.
- Ensure adequate representation at appropriate levels of all stakeholding constituencies.
- Ensure meaningful inputs and feedback from and reports back to major stakeholding constituencies.
- Launch an ongoing strategic planning process for board of governors.
- Gather and disseminate best practices and learnings across the movement.
- Maintain compliance with all appropriate reporting agencies.