



JewishLearningWorks

2022 Strategic Plan

ELEVATING THE FIELD
OF JEWISH EDUCATION



Poised for Growth

Founded 125 years ago in San Francisco, Jewish LearningWorks has been called to reinvent itself time and again — in response to tectonic shifts in stakeholder needs and interests, a dynamic funding environment, countless technological advances, and — more recently — the Covid-19 pandemic. This transformation has been made possible by taking measured risks, and at times, by making difficult decisions.

Throughout both our early and recent history, we have moved from strength to strength, leveraging the organization’s bold, creative, responsive culture, and our sound financial and operational footing. In early 2022, we began a strategic planning process which afforded us the chance to ask more than 80 educators, lay leaders and community stakeholders about their outlook on Jewish education, their views on our success so far, and the challenges and opportunities ahead. **We learned that you value the top-notch quality of Jewish LearningWorks’ offerings, and the deep focus on relationships that differentiates us in the field.**

Our new strategic plan seeks to respond to a changed educational landscape and reflects Jewish LearningWorks’ assets and ambitions. It also includes the recommendation that we begin the process of making the Jewish Community Library, housed in the Jewish Community High School, independent of Jewish LearningWorks. By doing so, we will leverage our reputational capital to serve a greater number of professionals. We look forward to sharing our progress with you throughout the lifespan of this plan.



Sharon Weinberg
Sharon Weinberg
President



Dana Sheanin
Dana Sheanin
Chief Executive Officer

Through a Jewish Lens

MISSION STATEMENT

Jewish LearningWorks elevates the field of Jewish education by nurturing educators, inspiring innovation, and building Jewish literacy.

VALUES & GUIDING PRINCIPLES

מנהיגות - Leadership. We are fearless in our pursuit of continuous improvement, experimentation, and thought leadership that expands the intellectual horizons of those with whom we work.

סקרנות - Curiosity. We are lifelong learners who delight in discovery, and strive to spark imaginative inquiry among those we serve.

קשר - Connectedness. We believe in the power of belonging, and seek to equip Jewish educators not only with the tools and practices they need to thrive alongside their learners, but also to foster a strong community of support.

אחריות - Mutual Responsibility. We believe in the shared responsibility of learners and educators to bring their best selves to the experience of vibrant Jewish learning, and to the pursuit of a more just and perfect world.

הגשמה עצמית - Personal Fulfillment. We recognize every Jewish educator and learner as a whole, creative and resourceful person worthy of finding joy and meaning in Jewish life.



Our Strategic Initiatives

Our plan centers educators, and articulates a strong commitment to foster diversity, equity, inclusion and belonging practices across all Jewish educational settings.



A Springboard for Inspired Educators and Inspiring Learning

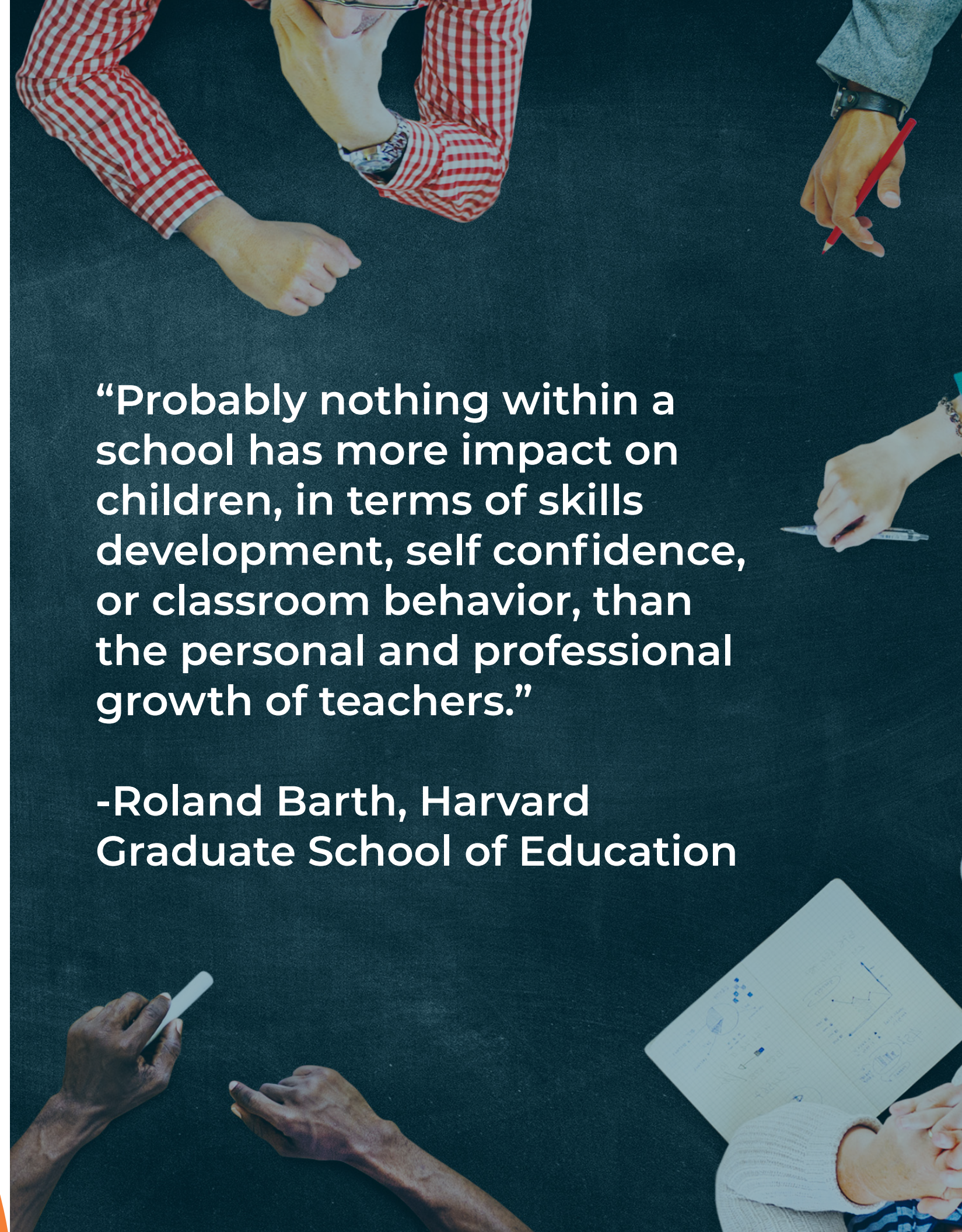
The past two years have been extraordinarily difficult for teachers and educators from schools, to congregations, from JCCs to youth groups - and with our support they have risen to the challenge. The pandemic, the youth mental health crisis and rapidly shifting technology, have required educators **to learn new skills, respond to emotional needs and practice adaptive leadership, inside and outside the classroom.**

Through our planning process, we heard over and over again that each setting, each group of students, each educator is unique, and that educators are a crucial “third adult” for so many children. These role models need high caliber, individualized support to leverage their strengths and stretch into areas of weakness. **Our new strategic initiatives seek to respond to these critical needs.**

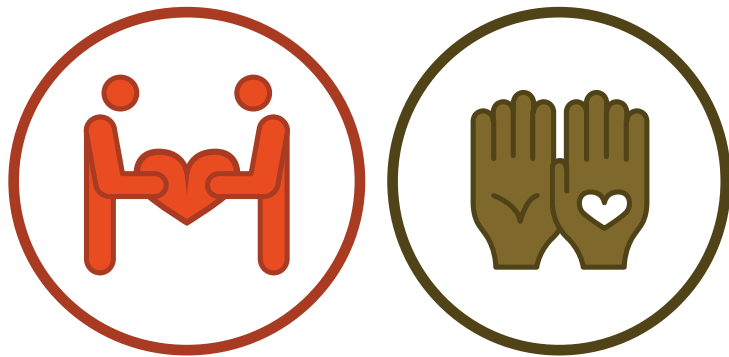


“Probably nothing within a school has more impact on children, in terms of skills development, self confidence, or classroom behavior, than the personal and professional growth of teachers.”

-Roland Barth, Harvard Graduate School of Education



Meeting the Individual Needs of Educators

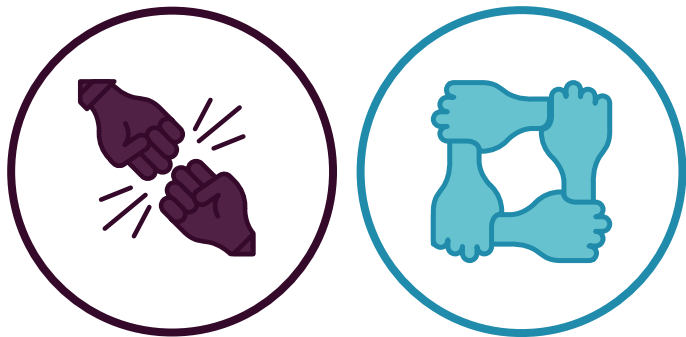


Increased 1:1 coaching and mentoring opportunities are proven effective at providing targeted learning. We will also **adapt and scale our fellowship offerings** to replicate successful models, and serve a greater number of professionals.

Investment in blended learning and a deliberate effort to **strengthen our talent pipeline** will ensure that we continue to have teachers, and that the field of Jewish education remains relevant, and ready to inspire today's children and teens.

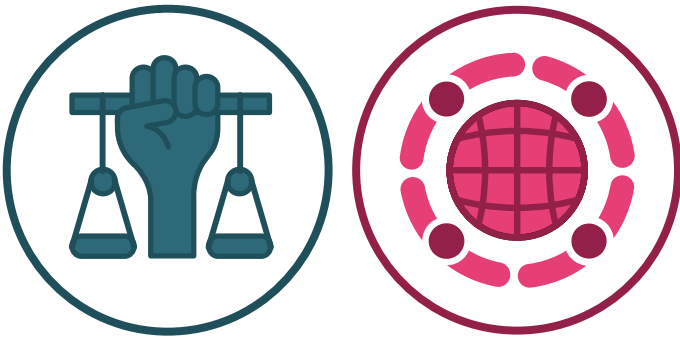


Strengthening the Entire Community



Facilitation of affinity groups for like minded professionals, and **in-person events** that enable us to gather and rebuild our networks are essential to both professional growth and morale.

The work of **creating an inclusive environment** for our multicultural, multiracial community is an imperative for Jewish life, and as we have learned, is never complete. We will seek to communicate this imperative widely, and raise our visibility to **reach more, and more diverse educators**.



Educators: Nurturing Jewish Life



When individuals look back on their **Jewish experience, it is often a person, not the content that they recall.** They remember a welcoming gesture, words that encouraged them to grow, or a listening ear that helped them find meaning in Jewish life. Jewish LearningWorks remains committed to supporting teachers to be these guides for our students. By nurturing them, we nurture Jewish souls. **Our strategic plan will enable us to amplify the gifts that educators and teachers bring to Jewish learning,** creating a community of support and growth that ultimately impacts learners and enables them to find joy in Jewish values, tradition and text.

Jewish tradition teaches that when two people sit and study Torah together, the Divine presence rests between them. Through learning together and from one another, **we will continue to build and expand those spaces that foster connection, confidence, curiosity, and the divine in each of us.**

-The Jewish LearningWorks Team and Board

ללמוד וללמד, לשמור ולעשות...באהבה



To learn and to teach, to
observe and to act ... with love.
-Ahava Rabah

Todah Rabah to the more than 80 individuals who contributed to our strategic planning process. Thank you for your time, wisdom, and dedication to Jewish learning. We are also deeply grateful to our colleagues at Bridgeport Consulting, for their skilled facilitation and partnership.



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