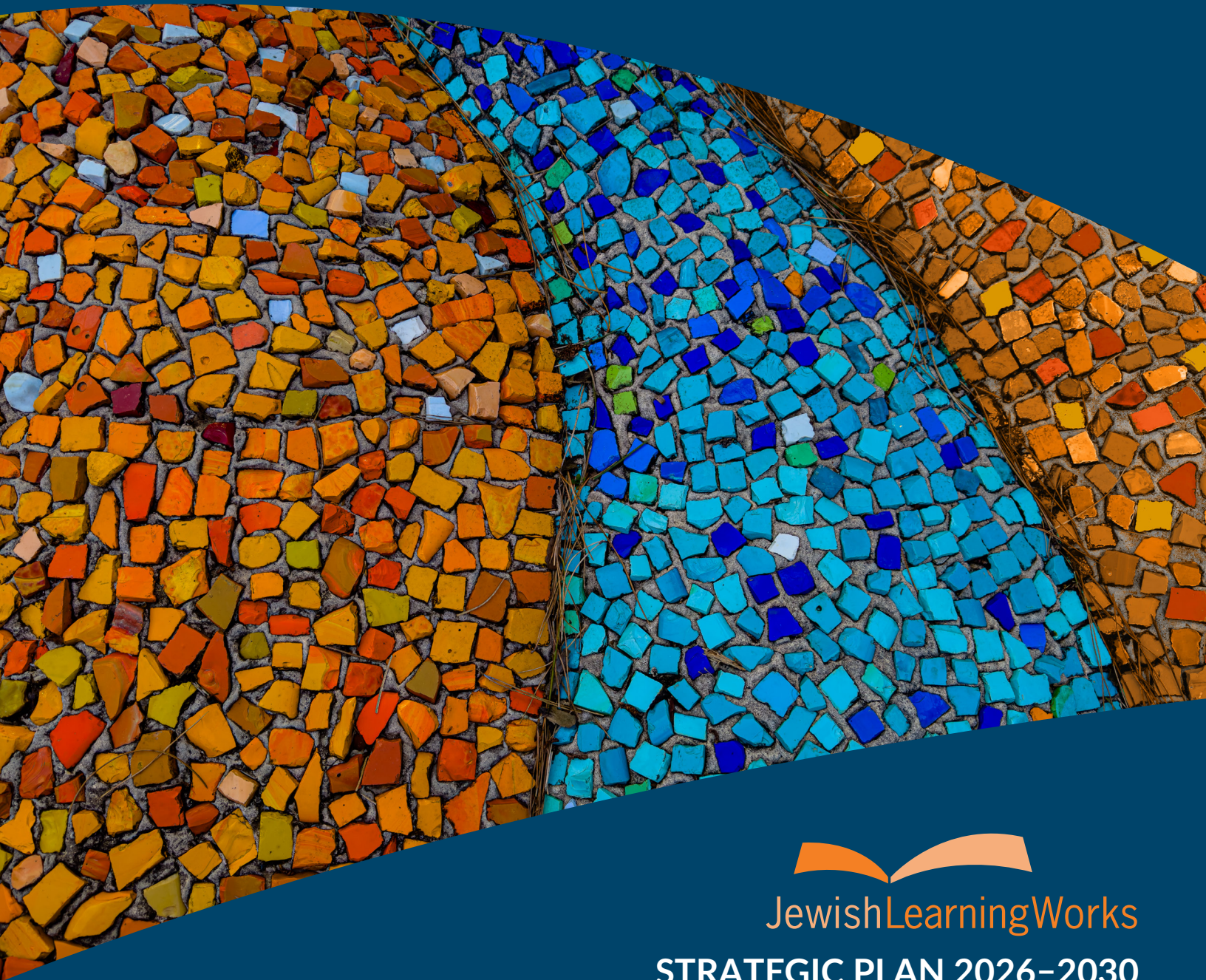


THE CORNERSTONE OF A THRIVING JEWISH FUTURE

Meaningful learning, resilient leadership,
and enduring community



JewishLearningWorks

STRATEGIC PLAN 2026-2030



אָבן, מַאָסוּ הַבּוֹנִים - הַיָּתֵה, לְרֹאשׁ פְּנֵה

The stone the builders rejected has become the cornerstone. -Psalm 118:22

Education is the *rosh pina* – the cornerstone – of a thriving Jewish community, of Jewish continuity, and of our democracy. For this reason, Jewish education is not optional – it is essential. Just as math and language are the building blocks of secular learning, Jewish learning is a critical source of resilience, meaning, and hope. It connects us to core values, equips us to face today's challenges, and it ensures that future generations inherit both wisdom and courage from our tradition.

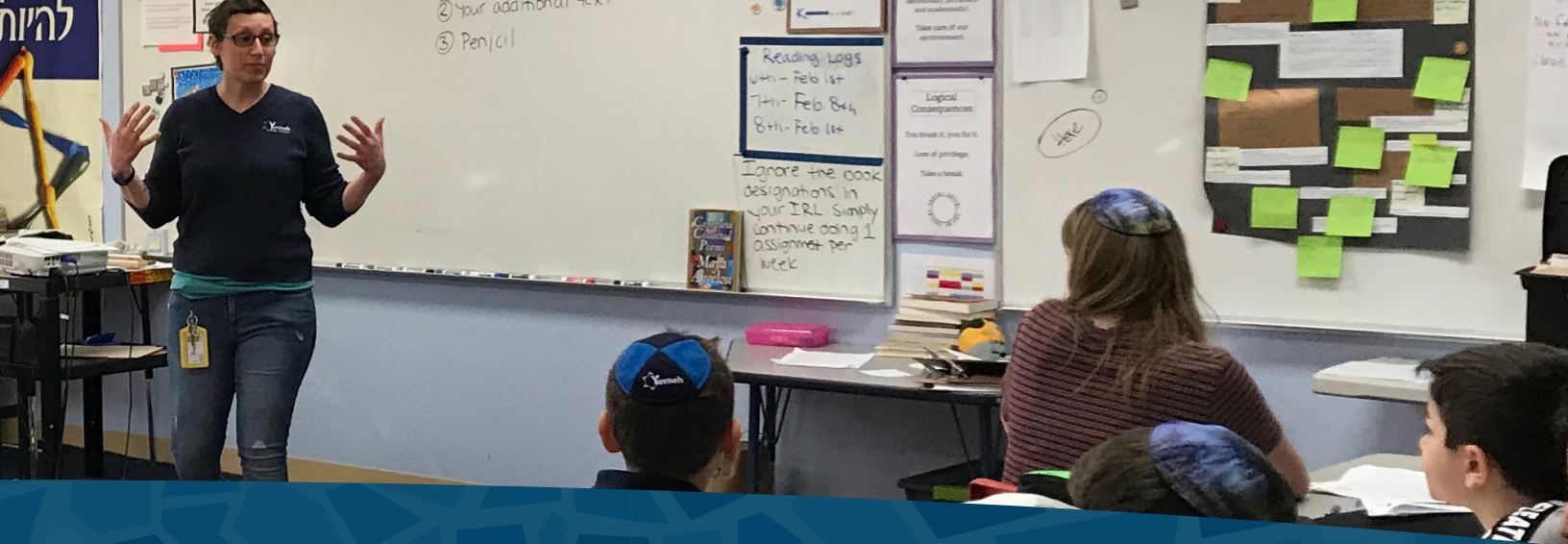
We live in a time of decreased attachment to religious life, and a well documented loss of purpose and meaning among many Jewish Americans, children and adults alike. This, together with years of global crisis, has been tremendously hard on leaders, organizations in the Jewish ecosystem, and the community at large. We believe the future of North American Jewish life will be secured through more spiritually grounded education, resilient communal leadership, and organizations prepared to lead.

For more than 125 years, Jewish LearningWorks has adapted to meet each era's defining challenges. Today, we commit to shaping, not merely responding to, the next chapter of Bay Area Jewish life.

Dana Sheanin
Chief Executive Officer

Joel Abramovitz
Board Co-President

Cindy Schlesinger
Board Co-President



OUR PURPOSE AND PRACTICE

Mission

Jewish LearningWorks nurtures educators, inspires innovation, and builds Jewish literacy.

Vision

We imagine a world in which Jews of all ages become lifelong learners, able to access Jewish wisdom as a source of meaning, purpose, and hope, from generation to generation.

Core Values

- מנהיגות • Manhigut • Leadership
- סקרנות • Sakranut • Curiosity
- קשר • Keshar • Connectedness
- אחריות • Achrayut • Mutual Responsibility
- הגשמה עצמית • Hagshama Atzmit • Personal Fulfillment

Our Work

Since our founding, Jewish LearningWorks has served as a wellspring of professional development across all settings of Jewish education and engagement. In partnership with many national program providers and leading educators, we offer the highest caliber learning to support professionals engaging children, adolescents and adults, including:

1. Fellowships for intensive learning
2. Peer learning cohorts
3. Coaching and mentorship
4. Educational and curricular resources
5. In-person and virtual gatherings
6. Microgrants for professional development
7. Consulting and custom training

OUR BENEFICIARIES

Educators, Leaders and Learners of All Ages

We train 600+ educators across learning settings each year, strengthening the learning environments of 15,000+ children in the Bay Area.

Our programs regularly engage Jewish organizations including, but not limited to the following Bay Area programs:

- 40 early childhood centers
- 31 congregational schools
- 23 programs for adolescents
- 12 Jewish day schools
- 7 Jewish community centers
- 5 overnight camps

What Program Participants Say

- 92% value new skill development
- 85% view Jewish LearningWorks as essential to cultivating a strong communal talent pipeline
- 84% appreciate the role we play as thought leaders in Jewish education
- 77% report lasting impact on the learners they engage



BUILT FOR THIS MOMENT

Legacy of Adaptability

Founded in 1854, Jewish LearningWorks began as a yeshiva collective, and has evolved from a Jewish Educational Society, to a Bureau of Jewish Education and, finally in 2014, to Jewish LearningWorks. Today we serve leaders at all levels across the nine-county San Francisco Bay Area and beyond.

In our 125-year history, we have endured global upheavals, communal crises, a pandemic, geopolitical conflict, and technological transformation. Our deep commitment to relationships within all facets of the Jewish community, and our ability to provide educators with what they most need in each moment are hallmarks of our work.

Each year, more than 600 educators, in nearly 150 organizations, reaching more than 15,000 children from preschool through high school, participate in our professional development offerings.

UNDERSTANDING THE LANDSCAPE

External Challenges

In 2026, Jewish communities are experiencing:

- Growing and increasingly visible antisemitism
- Tensions in our relationship with the state of Israel
- Decreased attachment to religious life
- Well documented loss of meaning and purpose for children and adults alike
- Educator burnout following years of sustained crisis

Internal Strengths

Years of carefully designed evaluative work, conducted by both staff and external consultants, reveal what we do best:

- We are a highly skilled and effective professional team
- Our relational and values-driven approach to Jewish education differentiates us
- Cohort-based learning opportunities, and individualized support through coaching and mentoring are our core competencies



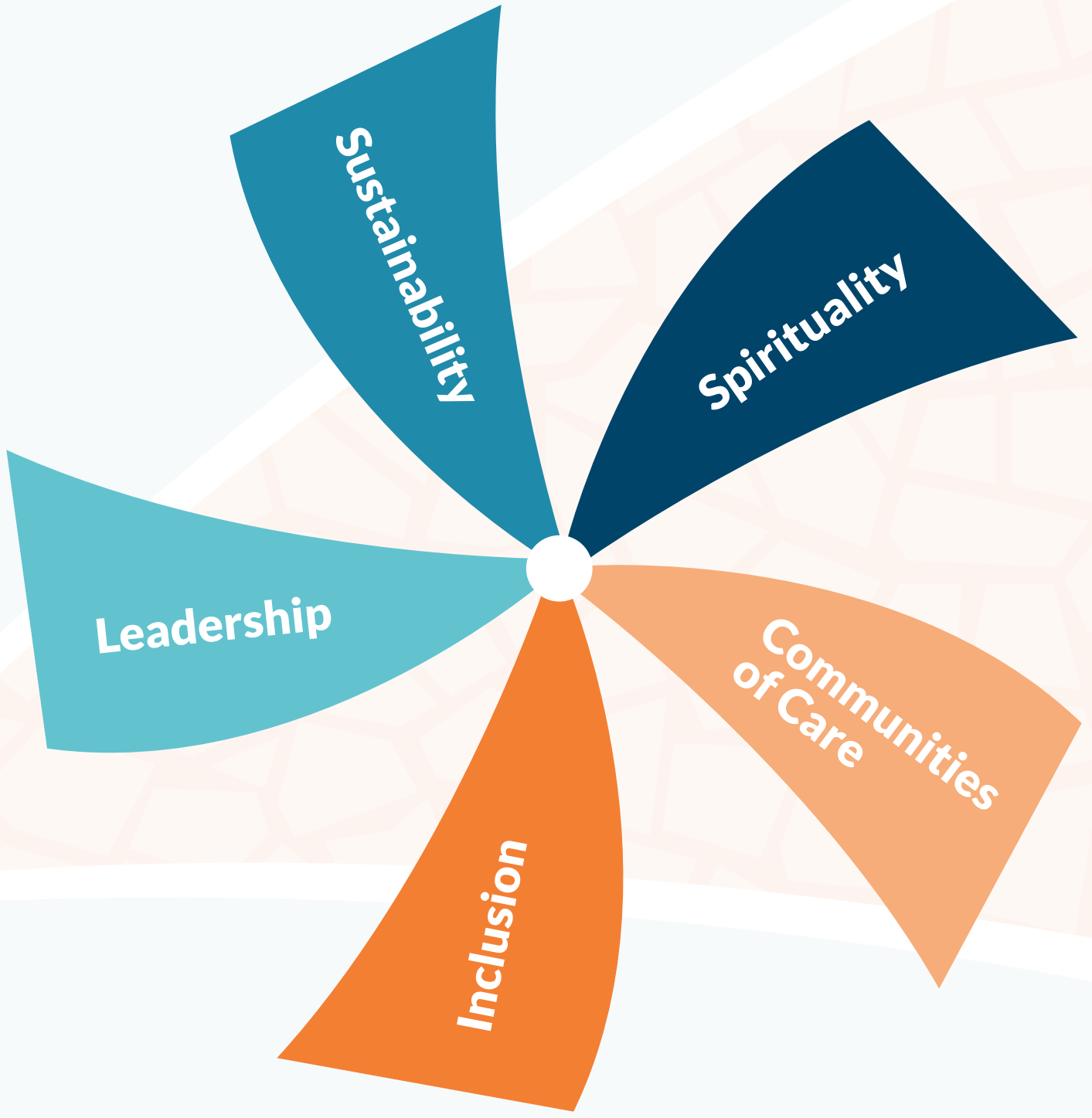
WHY NOW IS THE MOMENT

In the face of chaotic global events, the loneliness epidemic, and the AI revolution, the next five years will determine whether Jewish education remains an under-resourced communal effort, or becomes a vital path to collective strength and moral leadership. Three converging realities create urgency around our strategic goals:

- **Jewish identity at a crossroads:** Today's youth are understandably asking deeper questions about belonging, purpose, moral responsibility, American democracy, and their relationship to Israel. If Jewish education does not meet this moment with intellectual honesty and spiritual depth, we will miss a critical opportunity to shape the next generation of American Jews.
- **Educator fragility:** Jewish educators are carrying extraordinary emotional, political, and spiritual weight. Without meaningful investment in their resilience and growth, the field risks talent loss at precisely the moment it most needs experienced leaders.
- **Financial inflection point:** Our ability to raise funds to support our strategic plan will determine whether Jewish LearningWorks enters the next decade from a position of strength or vulnerability.

OUR COMMITMENTS

Our strategic plan is grounded in five goals that will propel our efforts moving forward



Goals

Place Spirituality at the Heart of Jewish Education

Create Communities of Care

Champion Inclusive Jewish Life

Sustain Leaders at All Levels

Build Long-Term Financial Sustainability

Planned Activities

- Host annual events to center spirituality in Jewish education
- Release powerful new curricular resources for teaching about spirituality, awe and wonder
- Hire a scholar-in-residence deepening Jewish learning for educators
- Expand the Bay Area Jewish Youth Resilience Roundtable
- Launch a new Critical Conversations initiative exploring Israel, democracy, antisemitism, and immigration
- Establish robust alumni networks
- Offer new grants supporting neurodivergent learners in early childhood centers
- Position peoplehood as a launchpad for Israel education across settings
- Amplify national research on inclusion and belonging
- Increase microgrants enabling greater access to national learning opportunities
- Roll out new targeted fellowships
- Provide greater coaching access for mid-level leaders
- Determine the best path forward for our real estate holdings in San Francisco
- Deepen board training to increase board giving and ambassadorship
- Pilot tiered program fees for non-Bay Area participants to draw engagement from across the West Coast

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Placing Spirituality at the Heart of Jewish Education

We will deepen the work we began in 2025 with our SoulFULL: Unlocking the Neuroprotective Potential of Spiritual Education gathering, seeking to anchor Jewish education in creativity, spirituality, connection, meaning, and joy. Our learner-centered approach will directly affect the social, emotional, and spiritual needs of both educators and students.

Priorities

- Host full day convening focused on social, emotional, and spiritual well being, every other year
- Create and distribute four to six new spirituality resources for educators annually
- Develop new Scholar-in-Residence initiative, to deepen use of Jewish wisdom across all programs

Success Indicators

- Increased attendance at and visibility at annual convening, reaching 175 participants by 2030
- Growth in distribution of educational materials, reaching 1,000 downloads by 2029
- Secured multi-year funding for Scholar-In-Residence and text across all programs

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Creating Communities of Care

Educators across all settings are navigating polarization, trauma, and burnout. Jewish LearningWorks has drawn inspiration from educational theorist Nel Noddings, and her book *The Challenge to Care in Schools*. We believe that education should be defined by empathy, support, and a “whole person” approach to learning. We will continue to offer generative learning that builds empathy, strengthens resilience, and deepens trust in a time of polarization.

Priorities

- Expand the Bay Area Resilience Roundtable for those working at the intersection of adolescent engagement and adolescent mental health
- Launch new Critical Conversations initiative, creating opportunities for dialogue on topics including Israel, democracy, antisemitism, and immigration
- Launch of new Jewish LearningWorks alumni community

Success Indicators

- Expansion of Resilience Roundtable reaching 30 organizations by 2030
- High satisfaction rates, alongside repeat attendance at Critical Conversations series
- Engagement of 85 alumni participants by 2030

Championing Inclusive Jewish Life

The Jewish community's diversity is growing in all respects, especially in the San Francisco Bay Area. Pathways to Jewish belonging must be more expansive, accessible, and rooted in a commitment to global Jewish peoplehood. Jewish LearningWorks will continue to advocate for inclusive practices that enhance both an individual and collective sense of belonging, grounded in mutual understanding and appreciation of difference.

Priorities

- Pilot integrated grant funding and community of practice opportunity for early childhood programs
- Focus Israel education offerings on Jewish peoplehood through new Getting UnStuck series, as well as use of the On the Map curricular framework
- Partner with national organizations on webinar series amplifying emergent research on inclusion and belonging

Success Indicators

- Cohort completion rate above 85%
- Integration of Jewish Peoplehood centered education practices across participating settings
- Participation of 50 leaders annually in inclusion webinar series



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Sustaining Jewish Organizational Leaders at All Levels

The best educators are lifelong learners, and their growth fuels student growth. Jewish LearningWorks plays the long game, prioritizing sustained, research-based, professional development models that focus on depth over breadth, introduce new ideas, and provide opportunities for practice and reflection.

The pandemic resulted in tremendous growth of virtual, asynchronous learning, increasing topic-specific learning opportunities tenfold. As a result, many of the single session programs Jewish LearningWorks once offered can now easily be accessed online, less expensively, from a national provider focused exclusively on a single topic. Moving forward we will focus on content areas where our contribution is unique to the field, partnering with other organizations to enable Bay organizations to access topic specific support.

Priorities

- Award \$100,000 in annual microgrants to enable local educators to access national professional development offerings their organizations cannot otherwise afford
- Research and development for a new fellowship series, that will span five years, beginning in 2028
- Expand coaching offerings as a core differentiator – with focus on middle management – leaders neither at the entry level, nor in senior organizational roles, with the least access to support

Success Indicators

- Use initial microgrant pilot program to expand to distribute up to \$100K in year one
- Increased leadership retention and professional advancement of fellowship participants
- Expansion of coaching support reaching 160 individuals by 2030

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Building Long-Term Financial Sustainability

To ensure meaningful generational impact, the Jewish LearningWorks board will develop and approve a new financial sustainability strategy, leveraging both real estate assets and diversified revenue streams.

Priorities

- Determine the best path forward for our real estate holdings in San Francisco
- Deepen board training to increase board giving and ambassadorship
- Pilot tiered program fees for non-Bay Area participants to draw engagement from across the West Coast

Success Indicators

- Reduced dependency on single, large revenue source
- Deepened donor relationships and clear strategy for board and alumni solicitation support
- 15% increase of non-Bay Area participants over time

WE INVITE YOU TO GET INVOLVED

The world we hope to build for our children and grandchildren requires us to see education as a shared effort, a sacred task that belongs to all of us. Jewish LearningWorks believes that no child learns or grows alone — and as importantly that no educator succeeds in isolation. We carry one another forward, together.

Educators & Organizations

- Participate in professional learning
- Become a facilitator for our community
- Partner with us as a coach or mentor

Donors & Supporters

- Support our work to invest in fueling educational leadership, and securing values driven Jewish life and learning for future generations.

Get involved today jewishlearning.works/stewardship
Contact us at info@jewishlearning.works



Jewish LearningWorks Team



JewishLearningWorks

jewishlearning.works