

JRF Strategic Plan: Mission, Vision, and Programmatic Vision

Mission Statement

The JRF: Transformative Judaism for the 21st Century.

The Jewish Reconstructionist Federation (JRF) is dedicated to making Judaism compelling to Jews in the 21st century by building on the unique historical legacy, perspective and contemporary relevance of Reconstructionism. JRF provides leadership and service, through innovative ideas and resources, to our existing and new communities as well as to the broader Jewish world.

Vision Statement

We envision a strong, growing and dynamic movement in which new congregations are joining JRF, existing congregations are vibrant, and JRF is seen as effectively contributing support and leadership to them.

We envision a Reconstructionist movement that is the source of bold, innovative ideas and practices relevant to building vital and meaningful contemporary Jewish lives and Jewish communities, and whose impact is felt within the Movement and beyond.

We envision congregations and individuals deriving value from and taking pride in their connection to the Movement and their collective contribution to advancing the realization of Jewish values through living those values in community and being a source of insight and inspiration to the larger Jewish and world community, including Israel.

Programmatic Vision

JRF is providing focused services, support and leadership to congregational affiliates, with particular emphasis on lifelong education (schools, camping, youth and other programs focused on the next generation, and a full range of stimulating adult education programs), strengthening congregations, and the growth and vitality of the Reconstructionist Movement.

- JRF is providing direct services, programs, and publications that address key congregational needs and challenges.

- JRF is organizing effective networking among congregations to support each other on key issues.
- As a result of the impact of their ties to each other and to JRF, there is a growing experience of value derived by congregations from belonging to the Reconstructionist Movement.
- JRF is operating in a fiscally sound manner and raising the funds it needs to support its programming
- JRF is contributing to the growth of the Reconstructionist Movement by developing new strategies to increase the number of individuals and communities affiliated with the movement and exploring new models of community involvement.
- A renewed and revitalized JRF has enhanced its reputation and leadership in the larger Jewish world through the impact of the best Reconstructionist ideas and practices.

Education: Serving Lifelong Learners

JRF is serving the movement and Jewish life through Camp JRF, educational resources, and youth programming.

- JRF is providing dynamic support for Reconstructionist education programs.
- Working with congregations, JRF is supporting the development of innovative programming in education and for youth.

The Jewish Reconstructionist Federation's fully-staffed Congregational Education department is serving the lifelong learning needs of our congregations through a variety of means.

- There are comprehensive and easily accessible Reconstructionist curricular materials for youth and adult programs.

- A sophisticated system is in place to facilitate the exchange of “best practices” in educational programming for all age groups.

The Jewish Reconstructionist Federation’s Next Generation team is working collaboratively to develop new models of educational programming to meet the educational challenges of the day.

- JRF is working with its congregations to develop new approaches to interconnections between the variety of educational settings, formal and formal (for example, congregational schools and the camp experience).
- JRF supports the enhancement and continuity of learning and identity development through each stage of the life cycle and life circumstances of young people.

The building of JRF’s camping program and facilities is ongoing and a continued source of strength and excitement.

- Based on the number of camper beds available, participation in Camp JRF in the Poconos is at its maximum.
- A master-plan for the use of the Aaron and Marjorie Ziegelman Campus has been completed.
- A new capital campaign has been developed and launched to fulfill the year-round potential of that site and to meet continent-wide camping needs.

JRF programs are strengthening and supporting Jewish identity in the post b'nai mitzvah years.

- Involvement in No’ar Hadash is becoming a normative and integral part of the experience of young Reconstructionists.
- College students have become a targeted constituency of the movement.

JRF is providing stimulating programs for adult learners through a variety of means.

- Reconstructionist adult education curricular materials on a range of subjects are available.
- A system is in place for congregations to exchange best practices in adult education.

Strengthening Congregations

JRF staff and lay leaders, as well supporting infrastructure and processes, are in place to work with congregational affiliates in all JRF regions.

- There is effective collaboration between the JRF central office and the regions
- There are coordinated programmatic objectives and regular, clearly defined lines of communication between the JRF central office and the regions.
- JRF plans its programs on a schedule that coordinates with congregational programming and budget cycles and provides them with the JRF programming calendar in time to be incorporated into their planning.

Networking is in place to enable meaningful ties, mutual support and collaboration between and among congregations based on size, life-cycle circumstances and other bases of affinity that can lead to mutual support.

Two-way communication takes place regularly between JRF (central office and regions) and congregational affiliates, supported by effective data systems and technological infrastructure.

- Effective, up-to-date systems are in place to gather information from affiliates, to share information with them, and to foster planning and evaluation.
- JRF provides services and leadership that address the most important challenges of congregations

- There is increased collaboration with congregations in meeting congregational and movement wide goals and challenges.
- There is increased support from JRF for enhancing the internal life of congregations: their financial health, growth needs, the effectiveness of their governance structures (including the rabbi/congregation relationship), and the general health and vibrancy of their communities.

JRF provides strong action and support to advance tikkun olam and social justice in the larger world.

- JRF is providing JRF affiliates with access to *tikkun olam* resources, best practices, and national initiatives.
- JRF is developing strong external partnerships with other organizations with which we have shared agendas for resources, advocacy, and community organizing.

JRF provides action and support through programs and relationships to create meaningful connections, congregational and movement-wide, to Israel.

The Reconstructionist Movement

JRF has developed and is implementing specific, targeted plans for movement strengthening and growth.

- As a result of JRF initiatives, new relationships with the RRC, the RRA and individual rabbis have been forged to foster collaboration on movement-wide initiatives to support movement-wide goals.
- JRF is implementing a plan that has resulted in increasing the number of individuals and communities affiliated with the movement. This growth includes congregations, other institutions, and formal and informal relationships with community groups, including those that foster connection to communities emerging from the “next generation.”

- This growth and the development of creative new relationships fosters deeper connections to Reconstructionism and broader support for the ongoing search for Jewish meaning, the expression of Jewish identity, and the fulfillment of Jewish community in 21st century North America.
- The JRF Press increases the number of new, relevant thought provoking contributions to the Reconstructionist Movement and beyond.

JRF has developed effective ways to communicate the evolving meaning and content of Reconstructionism as an ideology, practice, and movement.

- Working with our congregations and experts from the field, JRF has developed new, sophisticated ways to brand and effectively market Reconstructionist ideas and practices for our congregations and for the movement as a whole.
- JRF is sponsoring creative endeavors that explore and update Reconstructionism's contributions on subjects such as liturgy, new directions in the Jewish arts and culture, Zionism, and Jewish Peoplehood for the 21st Century. In these endeavors JRF is working with its movement partners and others from Israel, academia, Jewish cultural innovators (within our movement through Harmoniyah and with other cultural networks outside of JRF) and others.

Operations, Governance, Administrative, Technology

JRF has effective administrative and program delivery systems and coordinated, focused work processes and governance structures.

- The work of JRF is guided by a strategic plan

JRF operates in a fiscally sound manner.

- There is no debt other than any existing mortgages on Camp JRF and temporary borrowings under the line of credit.

- A financial reserve enables the organization to avoid emergency financial measures caused by the ebb and flow of cash.
- The JRF Press continues to make a strong contribution to the financial health of the organization.
- JRF reviews its dues policy every three years so that it can adapt to the changing dynamics of congregations and to the monetary needs of JRF.

JRF is raising the funds needed to support the achievement of its strategic goals.

- There is a well established culture of giving within the Board and JRF affiliates.
- JRF has built a strong development and fundraising operation with diverse foci, including annual giving, major gifts, institutional grants, and planned giving, endowment development. Camp JRF operational and capital campaigns are in place and effective.

Data systems and collections are organized, accessible and managed to support operations.

A sophisticated communications strategy is in place and being implemented.

- New technologies are being effectively used
- JRF's internal publications are effectively communicating about JRF within the movement and within the staff and Board of JRF.
- Materials are being produced that reflect and serve as effective communication and development tools for the "new" JRF, serving to raise the profile of Reconstructionism within the movement and the larger Jewish world.