

AMPLIFYING IMPACT: STRATEGIC PLAN 2020-24



The Institute for Experiential Jewish Education

www.iej.org

“My experience with M² has changed my life in profound ways. . . The incredible learning, the practices of gratitude and deep reflection I have carried on into my work and personal life... the rediscovery of my passion for learning, the mentoring opportunity. . . [all] have deepened and focused my work. . .”

Hallie Shapiro Devir,

Assistant Vice President, Jewish Federation of Metropolitan Chicago

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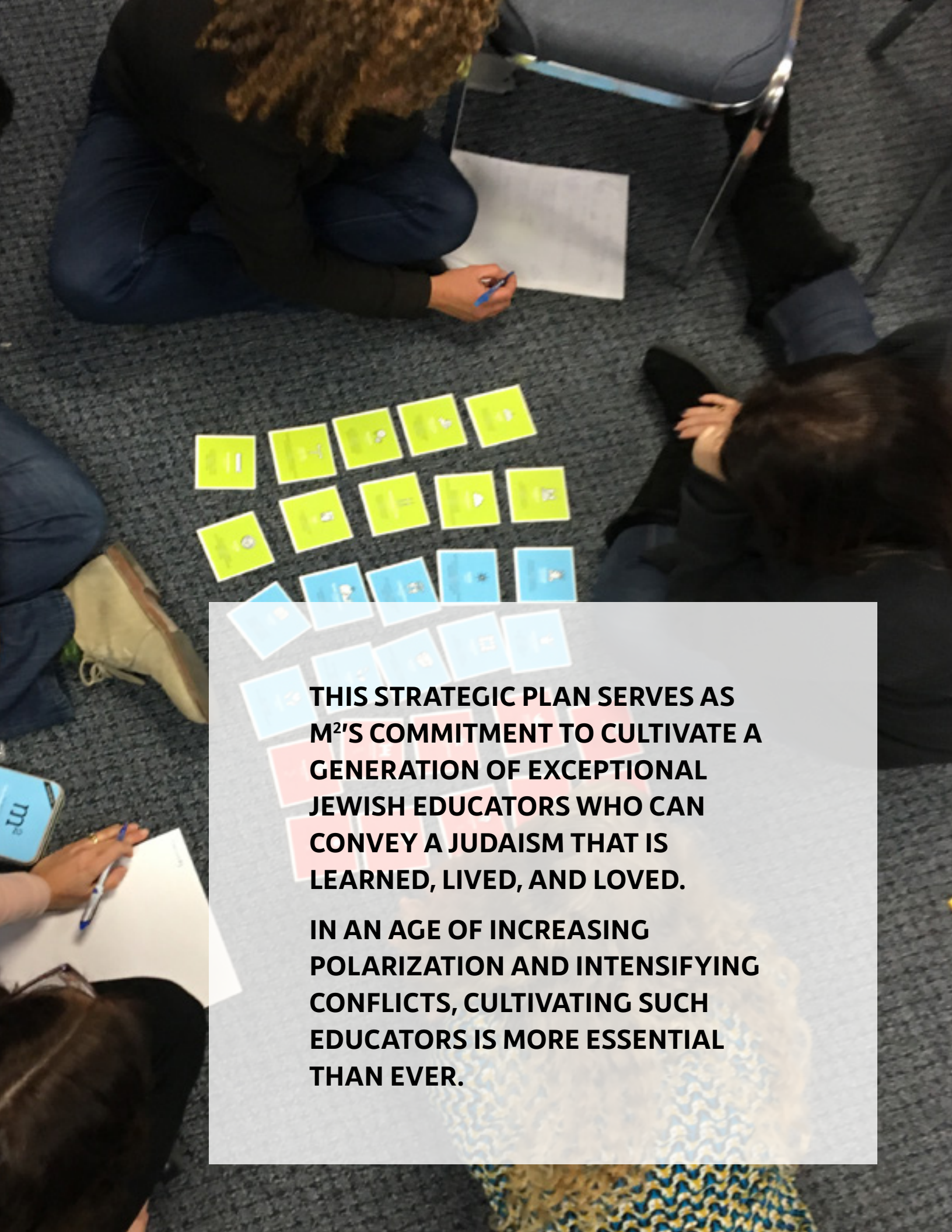
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“The culture ... at M² is one in which the rigorous exploration of ideas is understood to lie at the heart of pedagogic practice, and even more impressively, in which the challenging of ideas is expected or even demanded. I very rarely find myself in settings of such intellectual vibrancy and creativity.”

Dr. Jon Levisohn, Professor of Jewish Educational Thought and Director of the Mandel Center for Studies in Jewish Education, Brandeis University







**THIS STRATEGIC PLAN SERVES AS
M²'S COMMITMENT TO CULTIVATE A
GENERATION OF EXCEPTIONAL
JEWISH EDUCATORS WHO CAN
CONVEY A JUDAISM THAT IS
LEARNED, LIVED, AND LOVED.**

**IN AN AGE OF INCREASING
POLARIZATION AND INTENSIFYING
CONFLICTS, CULTIVATING SUCH
EDUCATORS IS MORE ESSENTIAL
THAN EVER.**

I. EXECUTIVE SUMMARY

M²: The Institute for Experiential Education provides educators and the organizations they serve with knowledge, skills, and tools that enable them to be the communicators, mediators, and stewards of Jewish ideas and Jewish experiences.

In the three years since its founding in 2016, M² has developed an arc of programs that have already impacted thousands of Jewish educators, hundreds of organizations, and an exponential number of learners. Our programs guide these educators throughout their careers, provide organizations with the capacities required for organizational readiness and educational resource development, and offer communities customized tools for developing their educational vision and strategies.

In these three years, we have also gained a tremendous amount of insight that will guide our next phase of growth. We've learned that:

- Different types of educators need different types of training programs with greater degrees of accessibility and varying levels of investment
- In order to create system-wide impact, we must invest in the organizations that these educators serve
- Innovation requires a high level of discipline that balances creativity and sustainability. New ideas must be constantly tested and refined
- Word of mouth is effective, but insufficient in getting educators to attend training programs. There is more we can do to expand our reach
- Many educators who have been impacted by M² programs are seeking opportunities for further engagement and continued education

With these insights in mind, along with others, we've designed a four-year strategic plan that offers us a clear path forward towards greater impact. Our goals for 2020-2024 focus on **expanding outreach with innovative content, deepening connections, and building internal capacity** with a steadfast commitment to sustainable, compelling, and rigorous Jewish education.

To achieve these goals, M² has outlined five priorities.

1. **Expand and Diversify Program Offerings** by introducing new modalities and identifying new audiences and communities for M²'s educational approaches to reach more Jewish educators.
2. **Refine and Sharpen Existing Content and Develop New Materials** aligned with learning theories and core practices – so Jewish educators can more effectively apply our content.
3. **Recruit New Educators and Amplify the Impact of Graduates** through an expansive development of educator support initiatives and the M² network.
4. **Gather Evidence of Impact** around key performance indicators and collect data to help iterate content and guide strategy.
5. **Establish a Strong Infrastructure** as a platform for continued growth.

By implementing our mission and pursuing these strategic priorities, we not only maximize our impact on Jewish educators as effective professionals; we help M² have a rippling, systemic effect on the entire field of Jewish education, and ultimately on learners themselves. Successful implementation of this strategic plan drives M² closer to achieving its vision.

Our plan is bold. Success requires strong partnerships and a long-term commitment to working towards the change we desire – to have and to hold a Jewish education that can pave the way to a more ethical, joyful, and meaningful life.



II. WHY M²

“At a time when all Jews are Jews by choice, we have to believe that Judaism is worth choosing”

- Sarah Hurwitz

We live in a world in which living a Jewish life and inhabiting a Jewish identity is a choice. Judaism is but one option in an increasingly competitive marketplace of ideas and lifestyles.

This challenges and complicates the ability of Jewish educators to successfully convey, in a manner that is inviting and compelling, that Judaism is to be learned, lived, and loved. For people to choose a life guided by Jewish values and to celebrate Jewish experiences in the Jewish community, we need exceptional educators.

We need exceptional educators who can show how Jewish ideas can help answer life’s big questions; who can transform Jewish words and texts into powerful and lived experiences; and who can demonstrate how, in an age of abundant choices, increasing polarization and intensifying conflicts, Judaism can pave the way to a more ethical, joyful, and meaningful life.

This is why M²: The Institute for Experiential Jewish Education is committed to nurturing Jewish educators by ensuring that they are fortified with a well of insights and ideas, a range of colorful instruments, and a broad scope of educational methods and approaches. M² aims to cultivate educators who have a spark in their eye when they describe the significance of their work and who are committed to continuing that work with passion and determination.

M²’s educational philosophy and tools empower Jewish educators in a multiplicity of fields and spaces to convey the majesty of Jewish ideas in ways that connect to the mind and heart of individuals and communities.

OUR VISION

IS FOR JEWISH EDUCATION TO BE THE FOUNDATION FOR DEEP ENGAGEMENT WITH A DIVERSE, MEANINGFUL, COMPELLING AND VIBRANT JEWISH LIFE.

A man in a white shirt is seen from behind, looking at a whiteboard. The whiteboard is covered with numerous yellow and teal sticky notes. At the top center of the whiteboard, there is a sign that reads "ACQUIRED (Work towards achieving it)".

ACQUIRED
(Work towards achieving it)

OUR MISSION

IS TO PROMOTE A PROUD AND INSPIRED
COMMUNITY OF JEWISH EDUCATORS
WHO POSSESS THE PERSONAL
AND PROFESSIONAL CAPACITIES
TO HELP LEARNERS FIND
MEANING AND RELEVANCE IN JEWISH LIFE.

M² was founded with the belief that **Jewish education is only as good as the Jewish educators in the field**, and that these educators are the linchpin to engage Jews and support them in their journey to a meaningful Jewish life.

These educators must possess the knowledge, tools and skills to make Jewish learning experiences more engaging. They must be inspired. They must constantly cultivate their personal and professional identities, so that they are driven by vision and values.

Jewish professionals are hungry for high-quality professional development experiences that speak to their needs. They seek experiences that address the specific type of work they do as well as the point where they find themselves in their career or professional role. **They are looking to stay fresh in their work – in terms of passion, knowledge, and skills** – and they want to learn from the best and brightest in their field.

Since its inception in 2016, M² has systematically addressed the lack of quality professional content and training for experiential Jewish educators by developing an innovative and interdisciplinary educator training and support system.

M² runs an arc of programs that guide experiential Jewish educators throughout their careers and develops the theories, content, and materials to disseminate in these programs. In addition to programs, M² provides organizations and communities with customized consulting services that cover topics such as vision and strategy, organizational readiness, and educational resource development.

As a result of these programs and services, educators are facilitating more engaging and impactful Jewish learning experiences for thousands of people across the Jewish world, providing them with a foundation for living vibrant and meaningful Jewish lives.



A. The M² Change Theory

IF

- M² develops educational approaches that are grounded in theory, practice-oriented, and defined by values (what education is about), experience (how it takes place) and identity (human growth and change).
- M² disseminates these approaches through immersive educator training programs, prestigious national cohort experiences, personalized educator-support initiatives, and strategic educational consulting services.
- M² provides educators with opportunities to cultivate stronger personal and professional educator identity.
- M² cultivates a network of like-minded professionals with common goals, purpose and passion.
- M² offers strategic educational consulting for organizations to increase and amplify their educational impact.

THEN

- There will be more content and materials to support Jewish educators in the field.
- A growing network of supported experiential Jewish educators will:
 - Possess a clear vision for their impact on Jewish education
 - Be more knowledgeable, skilled, confident and motivated to elevate the quality and impact of Jewish experiences
 - Proudly identify as experiential Jewish educators
 - Have careers that are more vibrant, prolonged and diverse
- Be engaged in continuous learning among a network of peers, and leverage the M² **community to collaborate across organizations and geographies in order to improve Jewish education**
- Organizations will be better equipped to articulate their educational goals and will possess the capacities to accomplish them.

B. The M² Approach

M² has developed a unique approach in order to cultivate inspired and inspiring Jewish educators who will transform Jewish life and Jewish community.

- **Values-based**

Our approach is defined by values education. Our programs provide training and research to enable educators to craft learning experiences infused with Jewish values and to teach their audience how to apply and express values in a Jewish context. By emphasizing values education, we are able to **make Jewish ideas accessible to everyone without compromising on the depth and sophistication of our teaching.**

- **Experiential**

M² believes that Judaism must be experienced first-hand in order to generate learning. People grow when they encounter and grapple with powerful experiences that truly matter. M² gives educators the tools to **create transformative and immersive experiences, ones that can bring meaning and purpose to the lives of thousands of Jews.**

- **Integrated**

M²'s programs are comprehensive and holistic, addressing multiple and diverse aspects of **what it means to be an educator, what it means to be a Jew, and what it means to be a human being.** They give educators tools to engage participants in intuitive and immersive learning experiences that address the whole person. Our programs integrate theory and practice, intellect and emotion, academic rigor, and concrete methods of learning, thinking, and doing.

- **Intentional**

M² emphasizes intentionality. Our name, M², represents *Machshava* and *Ma'aseh*, **intention and action – two values whose interplay is at the core of Jewish life.** We believe that these values are the foundation of Jewish experiential education. M² also represents Jewish education as *Melechet Machshevet*, a deliberate craft. We aim to give Jewish educators a sense of **significance about their work and a sense of purpose.**



- **Multidisciplinary**

M² has pioneered an innovative multidisciplinary approach to education. We draw from a broad range of disciplines and fields, including **scriptwriting, psychotherapy, architecture, and anthropology, in addition to Jewish texts and philosophies.** Using this creative approach, M² provides educators with new models and methods that help them make Jewish life more compelling, meaningful, and accessible, providing a new language and structure to use in their teaching.

C. The M² Roadmap

M² was established in 2016 with a budget of just under \$700,000 and two staff members. Now, only three years later, with a current budget of \$2.8 million, M² has successfully created a network of passionate and professional educators whose work has reverberating impact across the globe. Our varied programming covers a vast array of topics, reaches a wide and inclusive range of constituencies, and offers a full spectrum of educator support.

M² Numbers | September 2016 – June 2019



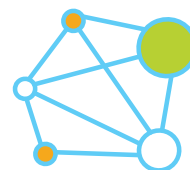
167

in National Cohorts



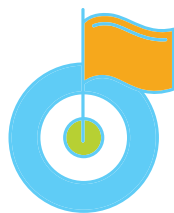
107

in Partnership Cohorts



232

in Community Cohorts



864

in Specialized Trainings



29

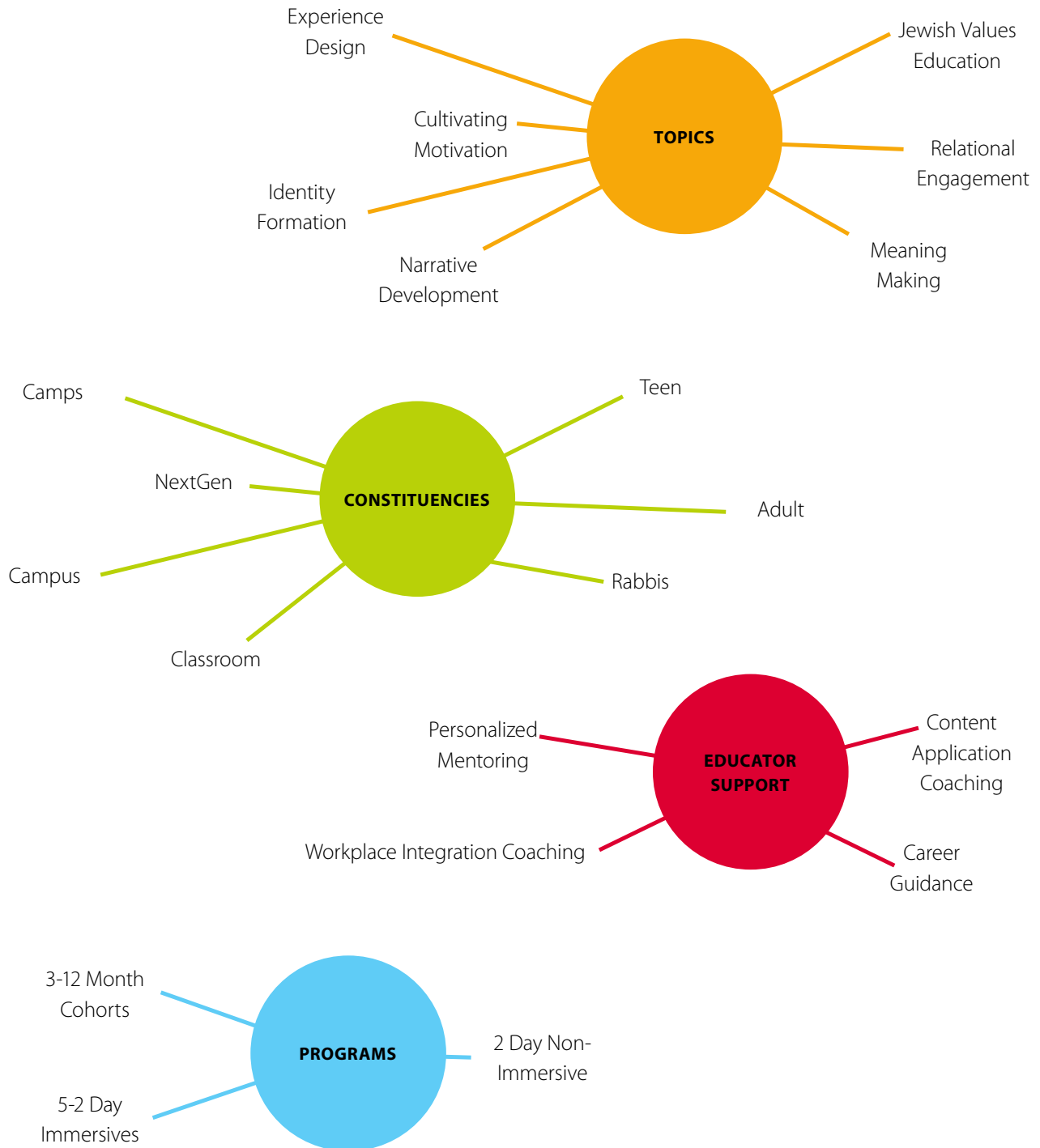
Trained Faculty



43

Formal Partnerships

M² Programs | September 2016 – June 2019



As result of M²'s work to date, over 1,300 Jewish educators from hundreds of organizations across the field possess the confidence and ability to apply M² methodology in multiple and diverse settings. They range in age (23-65+, often in the same program) and title, from associates to CEOs and from pre-degrees to those with PhDs. These educators are crafting learning experiences infused with Jewish values and purpose for their students and communities. We've created a vast network of educators, where graduates encourage colleagues and peers to take part in our programming, in turn creating a cultural change and shift in organizational readiness within the educator landscape. As a result, thousands of people in Jewish communities are choosing to celebrate their Jewish identities and are turning to Jewish values for a sense of meaning and purpose, as they work to make the world a better place.

Over the last three years, we've experimented a lot, and we've learned a lot. This strategic plan is designed around what we have learned, with specific attention to who we are impacting, how we are impacting them and how can we do it best.

As we look ahead to the next four years, our strategy reflects three key areas that address increasing demand, changing needs and trends, and ongoing learning from the field in order to maximize impact.

Expanding the Reach of Innovative Content

We want to ensure our programming remains innovative and refined, and that it is being offered in ways that are accessible to educators and the organizations they serve. Over the next four years, M² will adopt and implement an R&D model for introducing, refining, and distributing new content according to a defined timeline and methodology, and distribute that content through an expanded set of inclusive and accessible distinct program offerings.

Deepening Connections

To expand our reach, M² will need to gain greater name recognition and further our engagement with our graduates. While our programs have included a diverse range of educators, there are people and audiences who have not had access to our programming. Further, for the educators we have already reached, our programs represent only the beginning of a career-long learning path. Over the next four years, M² will develop a strong educator-engagement network, ensuring that more educators have access to our programs, and that our graduates have a menu of opportunities to continue to grow their learning.

Building Internal Capacity

To ensure ongoing excellence in all areas of our work and ensure that we have the infrastructure and capacity to support growth, we must invest in our people, technologies, processes, and support functions. This means expanding and diversifying staff in both Israel and the United States, as well as diversifying our revenue base to provide a foundation for capacity building. Increased organizational capacity is necessary to better understand and evaluate the long-term impact of our programming and be driven and informed by data. Understanding the motivations of the market and how our programming is creating the change we envision requires data and a disciplined evaluation strategy.

These shifts represent a significant effort to ensure that M²'s investment in strengthening Jewish education has maximum field impact. The strategy, outlined in greater detail below, is a calculated and measured plan for growth that balances increasing demands, shifting trends, and a steadfast commitment to sustainable, compelling, and rigorous Jewish education.

III. AMPLIFYING IMPACT: STRATEGIC PLAN 2020-2024

A. Strategic Growth Priorities

M² has identified five priorities, signifying key investment areas that are critical for expanding the reach of our innovative content, deepening our participants' connections, and building internal capacity. These priorities represent our roadmap for this next stage of growth:

GROWTH STRATEGY	STRATEGIC PRIORITY
Expanding Reach of Innovative Content	1. Expand and diversify program offerings 2. Refine and sharpen existing content and develop new material
Deepening Connections	3. Recruit new educators and amplify impact of graduates
Building Internal Capacity	4. Gather evidence of impact 5. Establish a robust infrastructure

PRIORITY 1: EXPAND AND DIVERSIFY PROGRAM OFFERINGS

Expand program offerings by introducing new modalities and identifying new audiences and communities so that M² educational approaches can reach more Jewish educators.

Over the past three years, M² has run a broad range of programs that have varied in length, intensity, topic and location. We have learned that different types of educators need different types of programs with greater degrees of accessibility. We have learned that not all educators require or are prepared to make the same investment in their professional development. We have also realized that we must invest in supporting the organizations that these educators work in.

This strategic priority includes investing in a new and refined set of training programs as well as a new strategy around educational consulting for leading organizations.

Over next four years, M² will create and implement a diverse set of program offerings that include:

- **Cohort programs for top talent across settings, subjects, and geographies**
- **A range of one-off program offerings that cross setting and topic, as well as shorter, non-immersive programs**
- **Educational consulting services for organizations to help them deepen educational vision, strategy, and practice**

Training

Educational training programs will continue to be a core part of the M² method for fulfilling its mission. The “how” of what is taught is as important as the “what.” Our pedagogic approach includes attention to detail; creating a meta-experience for educators to go through themselves so they actually experience the content as learners; creating communities of practice; disconnecting from everyday reality and distractions, and more. Today, we define programs as the medium through which educators are trained in the M² approach, integrating philosophy, pedagogy, and methodology to better practice experiential Jewish education.

Over the next four years, M² will develop a platform – and a set of distinct program offerings – to engage a broad range of educators in its training programs. Each of these offerings are distinguished by level of investment on the part of the participating educator. They are also distinguished by focus and method; some place a premium on workplace application and others place a premium on developing a community of practice. We will continue our efforts to highlight the distinct value of each offering so that educators can easily select the experience that best fits them and their needs from a menu of options.

M² will execute more programs of varying types to reach a more diverse group of learners in new settings and around new topics. Specifically, M² will maintain cohort programs while also shifting resources to other types of programs to provide flexibility to meet specific needs. Each program, regardless of length and required investment, will meet our design goals and achieve a desired set of outcomes.

M² Program Offerings 2020-2024

Program	Description	Participants per program	Total programs 2020-24	Total Participants 2020-24
Senior Educators Cohort	10-month flagship program , includes three 5-day seminars for educational changemakers, incorporating high-level mentoring and workplace application support.	24	4	96
Setting-Based Cohorts	10-month programs comprised of three 4-day seminars. Each cohort will focus on educational leaders working in a specific setting . This includes a Campus Cohort, Camp Cohort, Teen Cohort, and more, ensuring that each subset within the field is equipped with top talent. Programs will repeat every 3-4 years.	24	5	120

Program	Description	Participants per program	Total programs 2020-24	Total Participants 2020-24
Topic-Based Cohorts	12-month programs comprised of three 4-day seminars. Programs are targeted toward educators who want to specialize and move the needle in key content areas such as Relational Learning, Design of Experiences, Power in Education, the New Antisemitism and more. These programs offer pilot opportunities for new research.	24	3	72
City Cohorts	12- to 18-month Cohort programs comprised of three 4-day seminars and community of practice convenings. Designed to build a strong and interconnected local community of educators that can learn from one another and support each other. Each year will focus on a different city.	24	4	96
Intensives	3-day programs that offer deep dives into a particular topic . Each program brings together people with specific areas of interest that are looking to enhance a particular area of practice. Topics may include pilots of new concepts that emerge from research.	30	22	660
Labs	2-day, off-the-shelf programs that are run in local communities and are open to anyone . They cover a variety of different topics, are practice- and tool-based, and are tried and true. They are coordinated locally by our educator engagement staff, along with a local partner / alum.	24	36	864



Total in Cohort Programs:

385
participants



Total in One-off Programs:

1524
participants

Educational Strategies & Solutions

Strategic consulting provides another avenue for reaching a diverse set of participants and leveraging the base of content. By growing strategic consulting, M² will expand its methods of dissemination, increase its client base, and reach more and new educators.

Over the next four years, M² aims to support over thirty organizations in the development, integration, and execution of educational strategies that support their mission as educational Jewish organizations.

Many Jewish organizations face challenges, because they lack some or all of the following:

- A confidently and clearly articulated educational and / or Jewish vision;
- Creative educational strategies and methodologies to implement their mission;
- 'Accessible Jewish knowledge' in which to ground their work;
- Staff / board / educator cohesion around educational vision / mission strategy;
- Time and resources to invest in any of the above.

This often results in a diluted educational initiative. M² is in a strong position to support educational institutions as they struggle with these challenges. Specifically, M² has a bullpen of assets that directly apply to this work, including innovative and multidisciplinary ideas, approaches, and methods developed exclusively by M².

Additionally, our work in **Educational Strategies & Solutions (ESS)** will support our training activities, and vice versa. For example, organizations supported through ESS will send their educators to programs like the Senior Educators Cohort, and graduates of the Senior Educators Cohort will serve as consultants to support ESS work or will seek to hire M² to do ESS work in their organizations.

Early research indicates that core areas for ESS might be divided into the following:

<p>Vision and Strategy</p>	<ul style="list-style-type: none"> • Mapping / educational audits with recommendations to help examine and refine educational vision and goals • Helping develop, revise and focus the educational vision and Jewish values that the organization seeks to educate towards • Enhancing the quality of “Jewish” within the organization and initiative • Designing and leading gatherings to learn, brainstorm, innovate and iterate educational vision, strategy, and impact
<p>Organizational Readiness</p>	<ul style="list-style-type: none"> • Helping stakeholders (staff, board) buy in to the educational vision • Needs assessments / evaluating gaps in educational teams / mapping core educational assets & providing recommendations for how to supplement and enhance them • Training to equip educators and other stakeholders with the tools and resources that they need to execute the educational vision and strategy • Jumpstarting and reinvigorating educational practices by developing within the organization a shared structure and method to build, design, and evaluate educational initiatives
<p>Educational Resource Development</p>	<ul style="list-style-type: none"> • Assessing, articulating, and improving – or helping develop – signature pedagogies, and then ensuring that stakeholders are fluent in them • Helping design programs (assessment, new ideas, and support) • Redesigning and evaluating curriculum and its impact • Supporting the development and execution of professional development strategies across the organization • Expanding and broadening the modalities used and exposing the organization to new and different modalities



We anticipate that consulting revenue will grow as M² gains traction as a leader in this area and will provide necessary funds to support operational costs across the organization.

We are focused on the following activities to expand and diversify our methods of dissemination:

- **Increasing staffing** to support an expanded set of programs
- **Identifying, training, and retaining an adjunct faculty and consulting team** that meets our needs and those of the clients we serve
- Developing **new program models** that do not compromise the experiences we create, but **accommodate the trends taking place in the field** (i.e. moving away from the cohort model)
- Developing a menu of **consulting capabilities** that aligns with core skillset and need
- **Increasing brand recognition** through content marketing

PRIORITY 2:

REFINE AND SHARPEN EXISTING CONTENT AND DEVELOP NEW MATERIAL

Develop new and refine existing content and develop new material – aligned with learning theories and core practices – so that Jewish educators can more effectively apply our content.

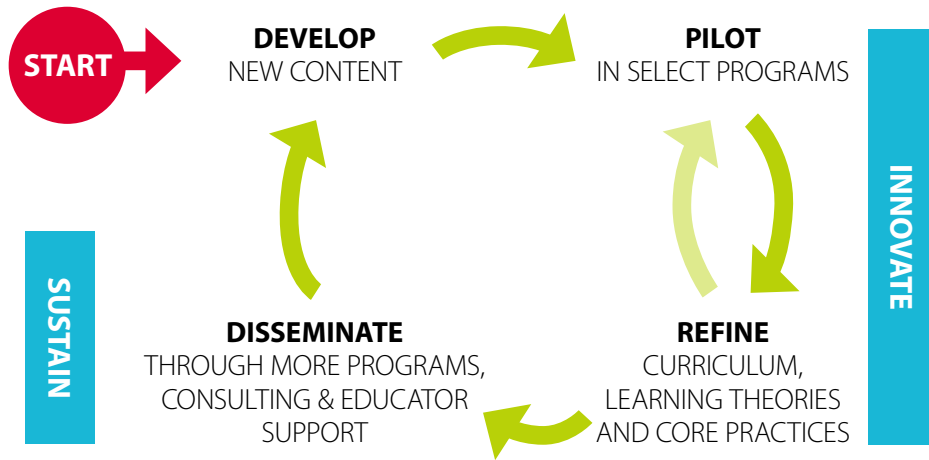
Over the past three years, M² has generated a broad range of new educational ideas, approaches, and methods through a creative process of ideation and cross-disciplinary research. These have been piloted in a range of training programs. We have learned that innovation requires a high level of discipline that balances stagnation on the one hand and saturation on the other. Further, we have recognized that new ideas must be constantly tested and refined – a process that requires a long-term investment of time and resources.

In the coming four years, M² will shift into an operational model that balances innovation with sustainability. The model will incorporate opportunities for research and experimentation, while focusing on constant iteration followed by distribution across more M² programs.

In addition to expanding and shifting the mix of programs and services, M² will invest in content refinement and development of new educational ideas and approaches. M² has a robust warehouse of content that can be used to reach audiences in multiple formats and through diverse distribution channels. At the same time, student feedback indicates the opportunity to provide more specifics on how to **translate theory into practice for participants.**

To ensure that it is infusing the field with innovative ideas and content, M² will adopt a **continuous product development process to create a regular timeline and methodology for introducing, refining, and distributing content.** This ensures that data is used to inform the process, participants are exposed to content in multiple forms, and new content is introduced on a regular cycle. The product development life cycle is a four-year process that makes a **commitment to innovation in Jewish education – one that is responsibly informed by data and continuous iteration.**

FOUR YEAR CONTINUOUS PRODUCT DEVELOPMENT LIFE CYCLE



This cycle enables M² to introduce new topics and areas of focus to educator communities regularly

Investment in this priority will ensure that the field is constantly infused with new ideas, and that after being tested and iterated these ideas are vastly distributed. To accomplish this goal, M² must also adopt a **common teaching and learning framework, which will serve as a baseline around which all new ideas will be developed.**

Our research framework will include four processes:

1. Cross-disciplinary research around new ideas
2. Development of a 'concept paper' ready to be tested in pilot programs
3. Deep evaluation and data gathering to inform the iteration process
4. New content is formalized in the "Knowing-Doing-Becoming" framework and the development of Core Practices

Once new ideas are formalized as described above, they will be ready to be distributed across a range of programs.

We are focused on the following activities to sharpen existing content and develop new material:

- Formalize the **product development lifecycle**
- **Grow our research team** and cultivate an advisory board
- Develop a cohesive **theory of learning** to frame all M² content
- Sharpen content by creating an **evaluation and data collection feedback loop** through a robust CRM platform, qualitative interviews, and site visits
- Develop **core practices for all content areas** to align with the “Knowing–Doing–Becoming” model
- Distribute **concept papers and case studies**



PRIORITY 3:

RECRUIT NEW EDUCATORS AND AMPLIFY IMPACT OF GRADUATES

Amplify impact of graduates and recruit new educators through expansive development of educator support initiatives and through cultivation of M² network.

As M²'s program offerings have grown, we recognize that word of mouth has been an effective but insufficient strategy in getting educators to our programs. Many educators do not know of M² and how we can support them, and there are discreet networks in which we have little presence. Moreover, many educators who have been impacted by M² program are seeking opportunities for further engagement and continued education.

In the coming years, M² will increase its presence in the field to create new relationships and nurture existing ones. We will engage educators through individual meetings and participation in gatherings and ensure that they find professional development opportunities that are right for them. Simultaneously, we will amplify the impact of our top graduates by offering them opportunities for ongoing mentoring, continuing education, and resources to enhance their impact.

Cultivating a strong network is imperative to M²'s success. Over the coming years, M² will invest in **geographically based staff** to accomplish three discreet yet interconnected goals:

1. To develop a **pipeline of talented educators to participate in M² programs**, both as one-off opportunities and in the context of a professional development trajectory, and to **cultivate relationships with organizations and supervisors who employ these professionals**. These relationships create opportunities for M² graduates to have increased impact in their workplace and will also build a feeder for M²'s other revenue streams, whether fundraising or consulting.
2. To create a **feedback loop between M² and educators on the ground**. In cultivating close relationships with graduates, we will **obtain more qualitative data about the content areas that are having the greatest impact, and the settings they are impacting**. This feedback loop will play a significant role in informing our research work – both for the purpose of content iteration, and for the development of new content.

3. To launch our new “Amplifying Impact” strategy, as outlined below:

M²'s methodology recognizes the importance of supporting educators beyond the initial training, because long-term affinity with the network is key for sustainable change. **Investing in continued educator support will ensure that the initial investment in individuals is not “one-off” but is continuously cultivated.** This strategic priority focuses on building these capabilities.

Investing in our graduates will also enable M² to **expand its educational impact**, because dedicated graduates will recruit new educators and organizations for M² programming and services. M² alumni and their work settings are valuable assets for marketing and recruitment.

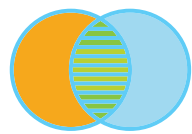
Educator support activities can be categorized in three key brackets – **professional knowledge, professional identity, and professional contexts** – all of which will be addressed through these initiatives.

CATEGORIES	GOALS	SAMPLE ACTIVITIES
INCREASE PROFESSIONAL KNOWLEDGE	APPLY WHAT YOU LEARN AND LEARN MORE	<ul style="list-style-type: none"> Continuing education through local and national gatherings and webinars Virtual workplace application coaching Site visit observation and feedback
NURTURE PROFESSIONAL IDENTITY	CULTIVATE VISION AND VALUES; INCREASE CONFIDENCE	<ul style="list-style-type: none"> Curated region and setting based communities of practice Personalized plans for professional mastery Access to senior mentors and coaches
NAVIGATE PROFESSIONAL CONTEXTS	MANAGE AND MINIMIZE 'INTERFERENCES' TO GET JOB DONE	<ul style="list-style-type: none"> Change-management coaching Jewish literacy support Career mapping support

Over the coming years, to ensure that graduates are constantly up to date on M²'s newest innovations, we will offer graduates **continuing education opportunities in-person and online**. This will include **advanced workplace application support** – through faculty observations, in-person community of practice gatherings, and individualized coaching calls. In addition, in order to support high performers who are making a demonstrated impact on the field, M² will offer **executive mentoring opportunities**. M² will also develop a set of resources – all provided through personalized coaching – to support educators in Jewish literacy, change management, and more.

M² will significantly expand continuing education and community of practice programs targeted to program graduates and to sharing new content. We anticipate two programs in 2020-21, growing to eight programs in 2023-24.

Investment in this priority will build the foundation for educator support capabilities and provide an opportunity to pilot new initiatives that will seed the future.



200
Multi-Day Community
of Practice Gatherings



588
Personalized Educator
Support Offerings



220
Multi-Day Continuing
Education Seminars



1000+
Accessing newly
developed resources

We are focused on the following activities to recruit new educators and amplify the impact of graduates:

- **Develop strategy and KPIs for geographic and relationship-based recruitment**, aligned with plans for entering new markets.
- Develop a **feedback loop and data collection mechanisms** between regional staff and research and program teams.
- Finalize a **menu of educator support activities** that build professional knowledge, professional identity, and support professional context.
- Establish a **timeline for implementation and continuous expansion**.
- Review and **test efficacy of educator support** activities.

PRIORITY 4: GATHER EVIDENCE OF IMPACT

Gather evidence around key performance indicators and data collection to help iterate content and guide strategy.

M² has invested in assessment and evaluation of our programs. Our internal evaluation team conducts surveys before and after each program and produces detailed reports on their impact. These reports drive the changes we constantly make. While our internal evaluations have helped us assess the impact of our programs, they do not evaluate the impact of our mission against key performance indicators. Additionally, we are lacking data that can help us understand the size and segmentation of our market, and the motivations of different market segments to participate in professional development. Lastly, we are lacking data about how our content is being used and where it is having the greatest impact.

Over the next four years, M² will work with external consultants to develop long term KPIs and a system to evaluate them. Aligned with our research and field engagement strategies, we will develop data collection mechanisms that will inform and drive our decisions around content (what is helpful); delivery (whether we are getting messages across) and impact (within organizations and among learners). We will also engage in discrete studies to gain a clearer picture of our market.

Gathering evidence of success is important for M²'s model in multiple ways.

First, reviewing and evaluating the programs and **how participants apply knowledge in their own organizations informs the content development process.** M² continuously innovates and adapts content and delivery by systematically evaluating what is needed and bringing the results back to the development process.

Second, data is used to recruit **participants. Participants seek information on how our content is tied to successful outcomes for program participants.** Additionally, evaluation data points to any gaps in recruitment strategy.

Finally, data **supports the development of case studies** which will be used in program delivery and **publications shared with the broader field** for recruitment, fundraising, and market awareness.

Investment in this priority will allow M² to maintain a continuous learning and feedback loop to ensure we are excelling at our goals, adapting to the needs of the field, and staying abreast of the newest trends.

We are focused on the following activities to gather evidence of impact:

- Establish process **and systems for gathering evidence** through external evaluation and through internal data collection.
- **Conduct evaluation research through external partners** and build our internal capacity for data collection and analysis.
- Establish **feedback loop systems** so that core activities listed in Strategic Priority 3 are **informing program, recruitment, and research strategies**.
- Make **adjustments to content and address market gaps** through program diversification.



PRIORITY 5: ESTABLISH A STRONG INFRASTRUCTURE

Establish a more robust infrastructure as a platform for continued growth.

Since its inception, M² has successfully executed an aggressive program schedule with limited staff and limited capacity support. Our internal systems have developed as a reaction to our growth and currently serve the needs of the organization in a limited capacity. A recently conducted organizational assessment further reinforced that M² must invest in its infrastructure if it is to remain sustainable and grow.

To support ongoing excellence across our programs, research, and network, M² must build leadership and organizational capacity. By investing in administrative resources, technologies, brand awareness, staff and board growth and organizational culture, M² will possess the platform and infrastructure to scale and execute at the highest level.

It is critical to have a strong infrastructure for growth that can provide high-quality learning experiences without compromising on the forward-thinking research and program development that has been critical to M²'s innovation to date.

In order to execute the strategic priorities for content, program, and educator support and to maintain high quality, investing in capacity and infrastructure is essential. Investment in this priority will help M² create an infrastructure that enables responsible and robust growth. It includes recruitment and retention of talent in areas of administration, marketing, and development; investment in technology systems including CRM and knowledge management systems; strategic engagement with M² board and investment in its growth; investment in building a development team and system to ensure diversification of revenue stream.

We are focused on the following activities to establish strong infrastructure:

- **Support recruiting, training, and hiring** key leadership, staff members, and board, and **invest in organizational culture.**
- Develop a **long-term marketing strategy** in order to recruit new educators and organizations to **utilize programs and services and raise funds** to support our work.

- Develop and **implement a CRM system** across all areas of the organization.
- Invest in technology to **improve systems and processes** such as a knowledge management system for maintaining content.
- Develop a **healthy financial plan and cashflow** to ensure maximal programming and **diversification of revenue** through a wider range of programs and services.



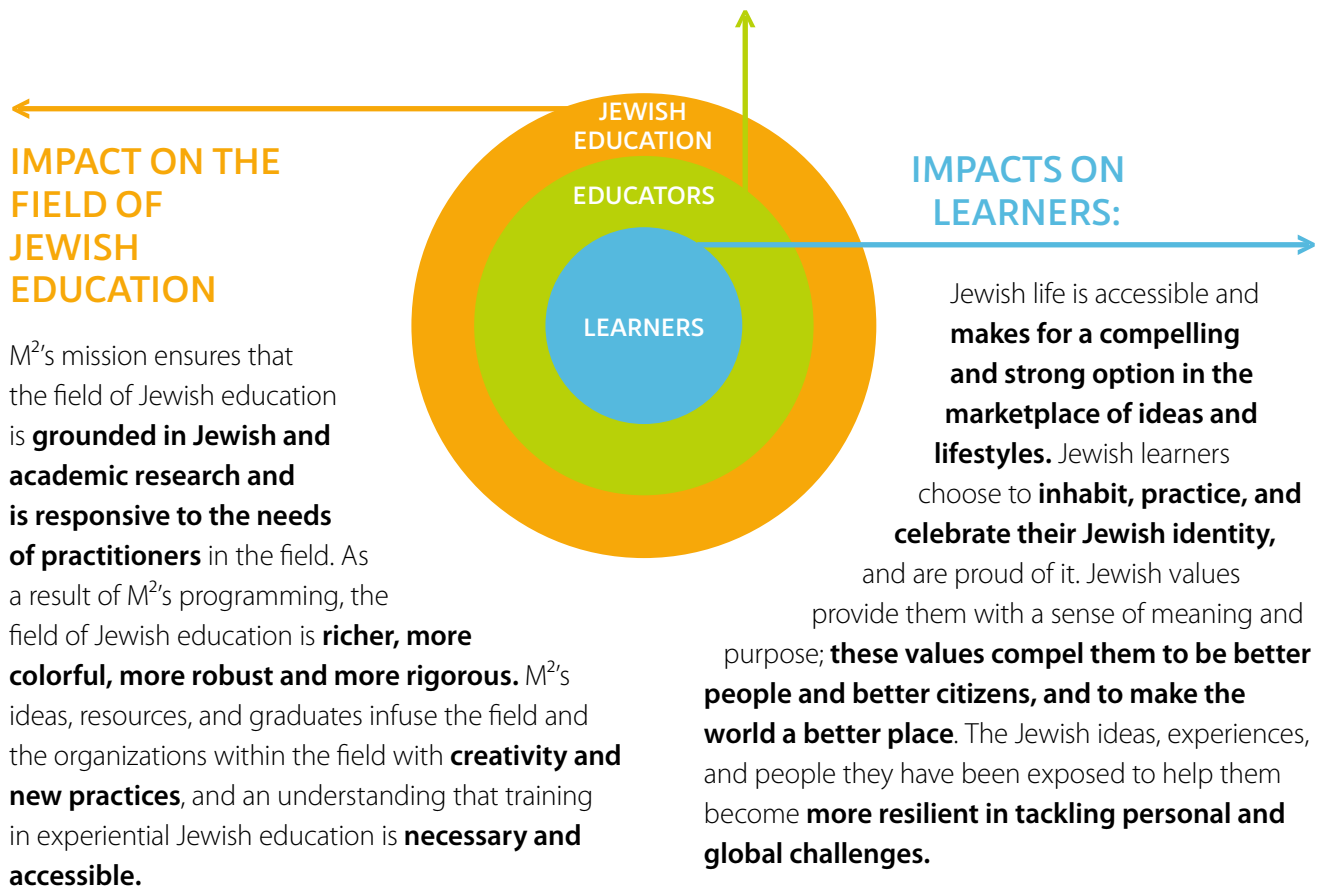
B. Impact and Outcome

M² continuously works towards achieving its vision: for Jewish education to be the foundation for deep engagement with a diverse, meaningful, compelling, and vibrant Jewish life. **By successfully implementing our mission, we don't only impact Jewish educators as effective professionals; the impact of our work has a rippling, systemic effect on the entire field of Jewish education, and ultimately on the learners themselves.**

THE M² RIPPLE EFFECT

IMPACTS ON EDUCATORS:

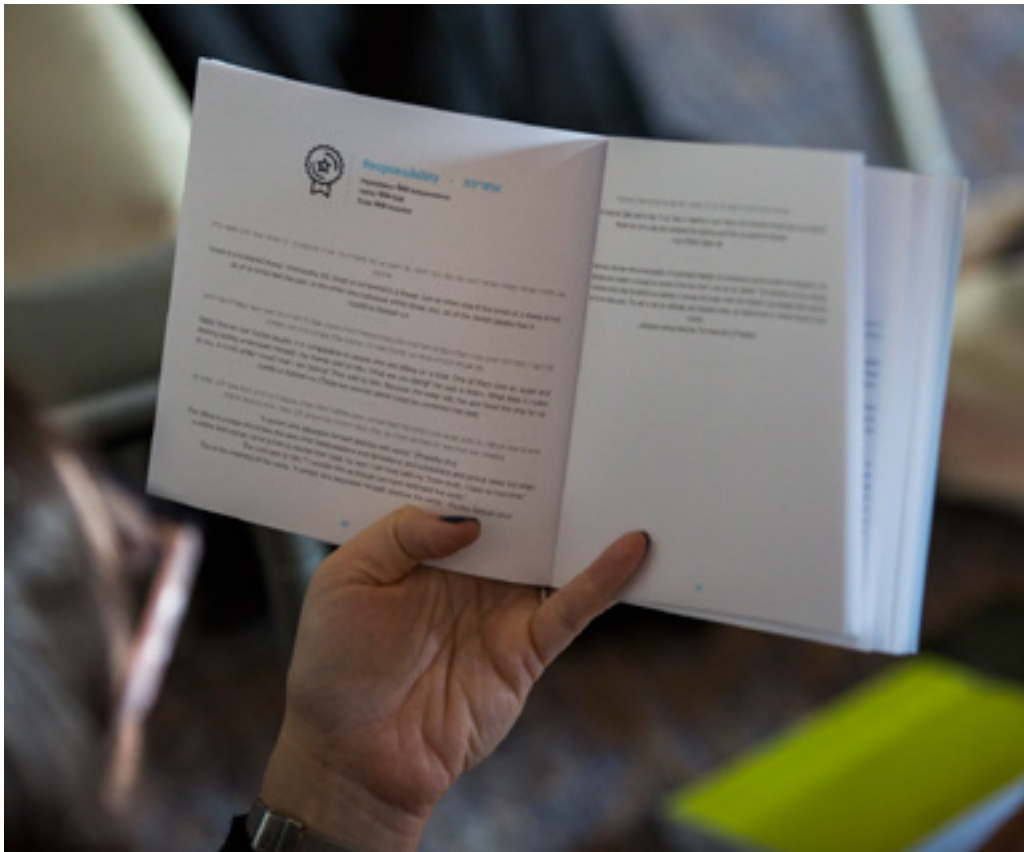
Graduates of M² programs know it's an **exciting time to be a Jewish educator!** Educators and the organizations they work in possess a **rich, colorful, and diverse toolbox** with which they can accomplish their work. They are able to match the **best methodologies with the best content** to create their desired impact. Jewish educators are **confident, motivated, and proud** of their careers, which are more vibrant, prolonged, and diverse. They – and their organizations – use what they learn at M² to **communicate the values that Judaism offers to the world** and elevate the reach and impact of Jewish education across multiple and diverse settings. The M² network of educator peers is nurtured and supported in **continued learning and growth opportunities** provided by M², magnifying the organization's mission and goals.



Furthermore, by pursuing the strategic priorities outlined in this document, M² ensures:

- Its future as a **healthy, compliant and sustainable organization**. It is governed effectively and well positioned to draw investment to support its growth.
- Enhanced **collection of high-level data** to continuously inform learning, growth, and improvement.
- Educators, organizations, and funders continue to view M² as a **significant contributor to the growing impact of Jewish education** and seek to partner with and learn from M².
- As a result of increasing visible impact, M² **attracts and serves a broad and growing range of students and clients** and is *the* resource to turn to for developing the best and most precise professional tools.

In short, successful implementation of this strategic plan drives M² closer to achieving its vision.



C. Risks

As with any plan, success requires monitoring and managing potential areas of risk.

- **Philanthropic Funding** – This plan depends on the ability to raise philanthropic funds. To the extent that priorities shift among key funders or we are not able to secure the necessary funds, the plan will be adjusted. Concerns regarding security and anti-Semitism may cause funders to be reluctant to invest in content and growth.
- **Hiring and Retaining Qualified Staff** – As we build infrastructure and fill leadership positions, being able to hire key employees in a timely manner and within budget can be challenging. Once staff is hired, it is crucial to maintain motivation and retain staff.
- **Maintaining Culture Across Geographic Distances** – Our team is geographically dispersed across multiple time zones. Being able to bring the team together physically and virtually to facilitate collaboration and cultivate an exciting culture is critical to the success of the organization.
- **Recruitment** – Continuing to recruit educators into cohorts and maintain alumni engagement in communities of practice and continuing education programs is necessary to fulfill the mission. Market competition can make recruitment difficult, particularly if new players emerge in M²'s areas of expertise.
- **Fee for Service** – In addition to consulting, M² plans to continue to offer fee-for-service programs. Demand for these programs cannot be guaranteed and represents a potential area of risk.
- **Scaling Infrastructure** – Building the necessary processes and infrastructure for growth requires successful execution by leadership and staff. This could be derailed if projects are not managed closely and to deadline.

3 EXAMPLES IN ACTION

- KIBBUTZ
- KEHILAH (CAMP)
- SPORTS TEAMS
- DIRECTOR - ASST. DIR.
- LIFEGUARD

2

PARTNERSHIP

- COVENANT
- STRONGER TOGETHER
- 2 BETTER THAN 1
- NECESSITY
- SAFETY NET
- FAITH
- HONESTY
- MAKING SPACE
- CHOICE
- GENEROSITY
- COMMUNITY





D. Conclusion

If education is a roadmap for life, then Jewish education is a roadmap for Jewish living.

M² exists to support and strengthen, inspire, and excite the educators who can show us how to navigate these roadmaps.

In a short amount of time, M² has experienced rapid growth and has become a central address for professional development and educational strategy in the global Jewish education community.

We have become known and respected for our ability to blend theory with practice and creativity with rigor, all while providing educators with the knowledge, tools and inspiration to find within themselves – and guide others towards – meaning and relevance in Jewish life.

M² is now prepared for its next phase of growth. This strategic plan offers us a clear path forward towards success, stability, and greater impact for the vital work that we do.

The strategic plan was made possible by generous support from the Jim Joseph Foundation. The Callahan Consulting Group did a remarkable job in leading us through this process. The M² board, staff, and graduates have made this work possible and have inspired its future.

“What they have done at M² is unpack the methodology that makes for truly effective Jewish education, analyzed it, refined it, and made it teachable. It is a monumental achievement and I encourage anyone who is serious about Jewish education to participate.”

Rabbi Akiva Weiss, JLIC, Binghamton Hillel





m²
making
EXPERIENCES
Matter



“M² is a gift, and in particular, as I think about the road ahead ... I am grateful that I am inspired to continue to refine my vision so that it feels more authentic to me. ... I am honored to add M²'s name, and the phrase ‘experiential Jewish educator’, to my resume.”

Robin Kahn, Director of Education and Teen Engagement, Temple Israel of Natick

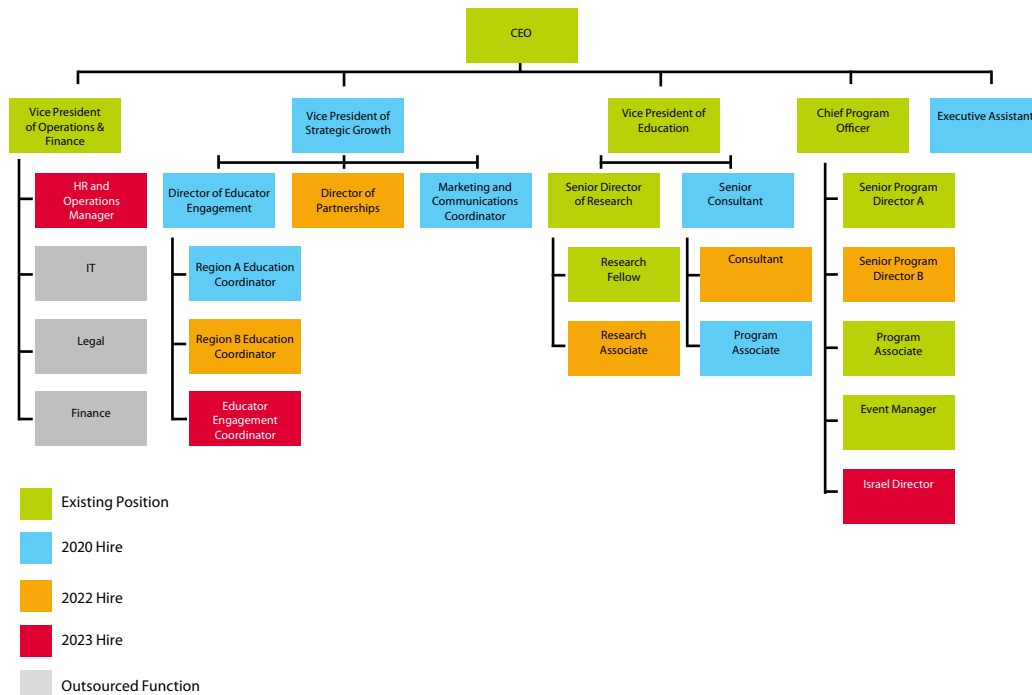
IV. APPENDICES

A. Organization Chart and Staffing Plans

There are a number of critical positions that are important to ensure the plan’s success. Once fully implemented, the organization will operate in four areas: **Operations, Strategy, Content and Knowledge, and Programs**. We are already investing efforts within each of these areas in order to strengthen capabilities and capacity through hiring.

The roll-out of new positions is tied to the implementation of the strategic priorities. As we invest in new programs and educator support, new hires will be focused in those areas. Near-term hires will also be focused on infrastructure roles to enable the systems and support for growth, such as VP, Strategic Growth, and a Marketing and Communications Coordinator.

M² ORG STRUCTURE



B. Key Activities

2019-20 (Prep)	2020-21	2021-22	2022-23	2023-24
Strategic Priority 1: Expand and Diversify Program Offerings				
Determine rubric for evaluating new program opportunities	Senior Educators Cohort Two new setting-based cohorts	Senior Educators Cohort One new setting-based cohorts	Senior Educators Cohort Two new setting-based cohorts	Senior Educators Cohort Senior Educators Cohort in Israel
Develop partnerships for setting-based cohorts	New city cohort Expand Lab programs to 144 participants	One Topic-based Cohort New city cohort	New city cohort Expand Lab programs to 240 participants	Two new topic-based cohorts New city cohort
Establish guidelines for tracking, managing, and compensating adjunct faculty	Expand Intensives to 90 participants Hire Consultant and Senior Consultant to drive consulting projects	New city cohort Expand Lab programs to 192 participants Expand Intensives to 150 participants	Expand Intensives to 180 participants Engage nine new organizations in consulting services	Expand Lab programs to 288 participants Expand Intensives to 240 participants
Recruit and train additional adjunct faculty	Market consulting capabilities to top prospects	Engage seven new organizations in consulting services	Develop plan for incorporating new content in 2023-24	Engage nine new organizations in consulting services
Create descriptions of consulting capabilities and market more broadly	Engage five new organizations in consulting services	Hire Senior Program Director Refine process for incorporating feedback data back into programs	Hire Israel Program Director	Incorporate new content

2019-20 (Prep)	2020-21	2021-22	2022-23	2023-24
Strategic Priority 2 Refine and Sharpen Existing Content and Develop New Material				
<p><i>Focus: groundwork for sharpening new content</i></p> <p>Catalogue content based on clear organizing principles</p> <p>Finalize rubric for concept papers and core practices</p> <p>Develop outline of feedback loop through evaluation, data collection, and site visits</p> <p>Develop approach for how data will be used (i.e. case studies)</p>	<p><i>Focus: sharpening existing content</i></p> <p>Implement feedback loop to refine content and core practices</p> <p>Refine and create new resources for each area of content</p> <p>Develop discipline for content refinement around the Knowing–Doing–Becoming framework</p> <p>Adapt content to new mediums (consulting, one-off programs, webinars)</p> <p>Develop CRM system to track how and where content is used, and to collect data on new content</p> <p>Develop decision tree for new content</p>	<p><i>Focus: sharpening existing content; groundwork for new research</i></p> <p>Integrate CRM system</p> <p>Publish three concept papers</p> <p>Publish two case studies</p> <p>Present at three conferences</p> <p>Establish advisory committee and finalize new research areas</p> <p>Create research groups around 3-4 topics with clear protocols and deadlines around development</p> <p>Decide which content areas are phasing out</p> <p>Hire Research Fellow</p>	<p><i>Focus: New research in full swing</i></p> <p>Research groups finalize new content ready for program development</p> <p>Publish two concept papers</p> <p>Publish three case studies</p> <p>Present at three conferences</p>	<p><i>Focus: observing and assessing impact of new research; preparing for cycle to begin anew</i></p> <p>Integrate new content areas and assign observers to track integration and develop SWOT</p>

2019-20 (Prep)	2020-21	2021-22	2022-23	2023-24
Strategic Priority 3: Recruit New Educators and Amplify Impact of Graduates				
Hire Director of Educator Engagement	Collaborate with Marketing to develop outreach strategy for recruitment	Hire Region-B Education Coordinator	Hire Continuing Education Coordinator	Identify and prepare new resource initiative in partnership with expert organization
Finalize strategy for FT and PT educator engagement staff, based on program calendar and trajectory	Hire consultant to develop educator support system	Assess success of initial recruitment and tie process with program and marketing teams	Launch new resource akin to Jewish literacy initiative	Execute site visits and incorporate findings into feedback loop to inform new research and development of case studies
Hire Region-A Education Coordinator	Formalize the levels of support participants will have access to	Launch educator support initiatives	Execute site visits and incorporate findings into feedback loop to inform new research and development of case studies	Four continuing education seminars and four communities of practice seminars
	Build catalog of "experts" to serve as resources for participants	Two continuing ed seminars and two communities of practice seminars	Three continuing education seminars and three communities of practice seminars	Based on evaluation findings, build plan to expand to new regions
	Develop and launch Jewish Literacy Initiative	Assess impact of Jewish literacy initiative	Roll out High Performer initiative	
	Launch two continuing ed Seminars and one community of practice seminars	Establish guidelines and process for feedback loop outreach including frequency & topic		
	Develop feedback loop strategy in concert with research team	Establish site visit protocol in collaboration with content and program team to incorporate findings into feedback loop		

2019-20 (Prep)	2020-21	2021-22	2022-23	2023-24
Strategic Priority 4: Gather Evidence of Impact				
<p>Develop process for longitudinal evaluation around KPIs; establish what to integrate across all surveys</p> <p>Seek proposals for longitudinal evaluations</p> <p>Develop forecast for evaluations, e.g., evidence of impact in training and consulting; market gaps in training, market gaps in consulting</p> <p>Finalize study on market gaps in audiences to inform future programs and consulting</p>	<p>Implement longitudinal evaluation</p> <p>Develop and begin implementing system for data collection, integrated across CRM and other platforms (survey mechanisms)</p> <p>Implement data feedback loop; experiment with analysis (ways in which data can inform content refinement and creation of case studies)</p> <p>Conduct impact evaluation; publish findings; develop approach for integration of findings into core work</p>	<p>Develop case studies to show effectiveness of educational strategy investment</p> <p>Enhance data feedback loop</p> <p>Conduct studies on market gaps in audiences to inform future programs</p> <p>Conduct study on market gaps in topics to assess next set of research areas</p>	<p>Conduct study on market gaps in consulting services</p> <p>Begin analysis of longitudinal research to inform next set of strategies</p> <p>Analyze all areas of research described above, and develop set standards of evaluation for continued growth of M²</p>	<p>Design next steps for evaluation and data collection to drive next-stage strategy</p>

2019-20 (Prep)	2020-21	2021-22	2022-23	2023-24
Strategic Priority 5: Establish Infrastructure				
Establish 3-year recruitment strategy	Hire Marketing & Communications Coordinator	Hire Director of Partnership to drive consulting growth and consulting	Conduct updated organizational 360 to identify weaknesses and gaps	Implement recommendations from organizational 360
Expand board and name new Chair	Evaluate CRM software to manage faculty, participants	Implement new CRM – including staff training	Develop plan to address new needs	Revise strategic plan and create development plan for next phase
Develop basic CRM system to support immediate needs	Integrate new financial and procurement tools across organization	Develop infrastructure and support systems for regional offices and develop plan for regional fundraising	Hire HR and Operations Manager	
Hire VP of Strategic Growth	Establish process for new business pipeline		Develop outline for new 4-year strategic plan based on new evidence	
Revise financial protocols and controls	Develop long term marketing & communications plan	Shift incorporation from California to NY		
Solidify long-term plan for services – IT, Finance	Upgrade website Hire administration to support CEO	Identify next Board Chair		
Strengthen internal communication policies to ensure coordinated calendars, organizational manuals, and strategic goals				



ORGANIZATIONS IMPACTED BY M²

ADAS ISRAEL | ALEXANDER MUSS HIGH SCHOOL ISRAEL | ALICE AND NAHUM LAINER SCHOOL
| AMERICAN JEWISH UNIVERSITY | ATLANTA JEWISH TEEN INITIATIVE- JUMPSPARK | AVODAH |
B'NAI SHALOM DAY SCHOOL | BBYO | BEN GURION UNIVERSITY | BERNARD ZELL | BETH DAVID
CONGREGATION | BIRTHRIGHT ISRAEL | BRAWERMAN ELEMENTARY SCHOOL OF WILSHIRE
BOULEVARD TEMPLE | CAMP MASSAD | CAMP STONE | CAPITAL CAMPS | CENTER FOR JEWISH
EDUCATION, JEWISH FEDERATION OF GREATER DALLAS | CENTER FOR THE ADVANCEMENT
OF JEWISH EDUCATION | CENTRO HEBREO IONA | CHABAD | CHICAGO TEEN INITIATIVE |
COLUMBIA/BARNARD HILLEL | COMBINED JEWISH PHILANTHROPIES | DICKINSON COLLEGE |
DILLER TEEN FELLOWS | DIVISION OF INFORMAL JEWISH EDUCATION SOUTH AFRICA | DOROT
FOUNDATION | DRISHA | ELON UNIVERSITY | ETGARIM | GENMTL | GROWTORAH | HASHOMER
HATZAIR NORTH AMERICA | HEBREW INSTITUTE OF RIVERDALE | HILLEL INTERNATIONAL |
HILLEL WARSAW | HUNTER HILLEL | IN THE CITY CAMP | ISRAEL EXPERIENCE | IVA- BISHVIL | JACK
M BARRACK HEBREW ACADEMY | JCC SAN FRANCISCO | JEWISH COMMUNITY FEDERATION OF
SAN FRANCISCO, THE PENINSULA AND SONOMA COUNTIES | JEWISH EDUCATION PROJECT |
JEWISH THEOLOGICAL SEMINARY | JEWISH UNITED FUND OF METROPOLITAN CHICAGO |
JEWISHGPS, LLC | JHUB | JLIC CO-DIRECTOR AND EDUCATOR | JOINT DISTRIBUTION COMMITTEE
| JOINT JEWISH EDUCATION PROGRAM | KEHILLAH JEWISH HIGH SCHOOL | KOL HAOT-
ILLUMINATING JEWISH LIFE THROUGH ART | KULANU | LAKE EDUCATION | MAKOM | MASA |
MAYERSON JCC | MECHINAT HANNATON | MICHIGAN HILLEL | MIT HILLEL | MOISHE HOUSE |
MONTESSORI JEWISH DAY SCHOOL | MORIAH COLLEGE | NORTH PENINSULA JEWISH TEEN
FOUNDATION | NORTH SHORE TEEN INITIATIVE | OTTAWA JEWISH COMMUNITY SCHOOL | OU-
JLIC AT BINGHAMTON | PASADENA JEWISH TEMPLE AND CENTER | PENN HILLEL | REPAIR THE
WORLD | RSS CONSULTING | SAN DIEGO JEWISH ACADEMY | SAN DIEGO JEWISH TEEN INITIATIVE
| SAN FRANCISCO JEWISH TEEN INITIATIVE | SHALEM COLLEGE | SHALOM HARTMAN INSTITUTE
| SHALOM HARTMAN INSTITUTE OF NORTH AMERICA | STROUM JEWISH COMMUNITY CENTER
| TANENBAUMCHAT | TEMPLE BETH AM | TEMPLE ISRAEL OF NATICK | TEMPLE JUDEA | TEVA IVRI
| THE BRONFMAN FELLOWSHIP | THE HOUSE | TOURO COLLEGE | UJA FEDERATION OF GREATER
TORONTO | UJIA | URJ CRANE LAKE CAMP | WASHINGTON HEBREW CONGREGATION | YACHAD/
THE NATIONAL JEWISH COUNCIL FOR DISABILITIES | YERUCHAM MUNICIPALITY | YIDDISH
BOOK CENTER | YOUNG ADULTS IN YERUHAM ASSOCIATION | YOUNG JUDAEA CANADA |

Seminar I:

The Foundations of Experiential Jewish Education

November 13-17, 2016

11:00 AM - 12:00 PM

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Full Group

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Session Overview

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Session Overview

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A Group Dynamic Intro

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