

# AMPLIFYING IMPACT: STRATEGIC PLAN 2020-24

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## EXECUTIVE SUMMARY



The Institute for Experiential Jewish Education

[www.iej.org](http://www.iej.org)



## VISION AND MISSION

M<sup>2</sup>'S VISION IS FOR JEWISH EDUCATION TO BE THE FOUNDATION FOR DEEP ENGAGEMENT WITH A DIVERSE, MEANINGFUL, COMPELLING AND VIBRANT JEWISH LIFE.

M<sup>2</sup>'S 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.

## HISTORY AND FUTURE

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**M<sup>2</sup>: The Institute for Experiential Jewish 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, M<sup>2</sup> 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.

This strategic plan serves as M<sup>2</sup>'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.

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.

## UNIQUE APPROACH

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M<sup>2</sup> has developed a unique approach to values-based experiential education in order to cultivate inspired and inspiring Jewish educators who will transform Jewish life and Jewish community.

By emphasizing values education, we are able to make Jewish ideas accessible to everyone without compromising on the depth and sophistication of our teaching. And since M<sup>2</sup> believes that Judaism must be experienced first-hand in order to generate learning, we give educators the tools to create transformative and immersive experiences.

M<sup>2</sup>'s approach focuses on education that is **integrated, intentional and multidisciplinary**.

- Our 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 integrate theory and practice, intellect and emotion, academic rigor, and concrete methods of learning, thinking, and doing.
- Intention and action are values that are the foundation of Jewish experiential education. We aim to give Jewish educators a sense of significance about their work and a sense of purpose.
- M<sup>2</sup> has pioneered a creative, innovative multidisciplinary approach to education. We draw from a broad range of disciplines and fields, of Jewish texts and philosophies.

## STRATEGIC PRIORITIES 2020-24

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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.

### PRIORITY 1:

#### EXPAND AND DIVERSIFY PROGRAM OFFERINGS

*Expand program offerings by introducing new modalities and identifying new audiences and communities so that M<sup>2</sup> educational approaches can reach more Jewish educators.*

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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, M<sup>2</sup> 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



Total in Cohort Programs:

**385**  
participants



Total in One-off Programs:

**1524**  
participants

## PRIORITY 2:

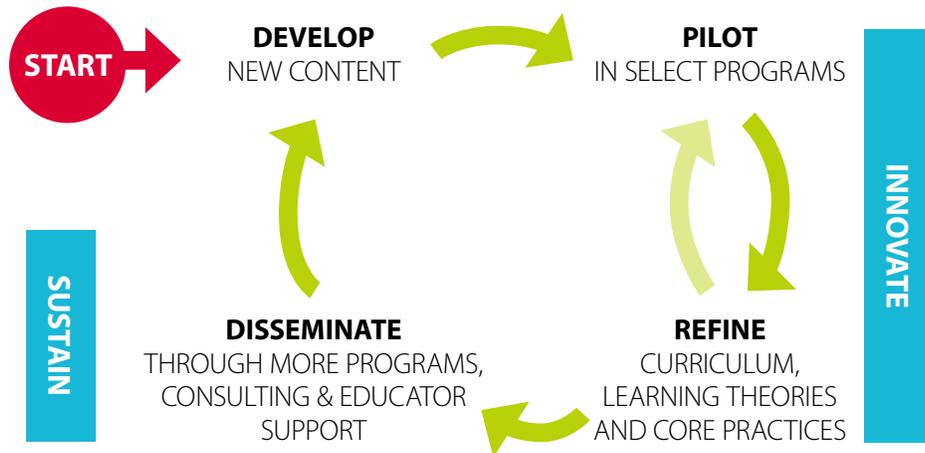
### REFINE AND SHARPEN EXISTING CONTENT AND DEVELOP NEW MATERIAL

*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.*

In the coming four years, M<sup>2</sup> will shift into an operational model that balances innovation with sustainability will invest in content refinement and development of new educational ideas and approaches.

M<sup>2</sup> will adopt a four-year 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.

#### FOUR YEAR CONTINUOUS PRODUCT DEVELOPMENT LIFE CYCLE



This cycle enables M<sup>2</sup> to introduce new topics and areas of focus to educator communities regularly

### PRIORITY 3:

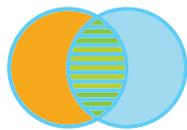
## RECRUIT NEW EDUCATORS AND AMPLIFY IMPACT OF GRADUATES

*Amplify impact of graduates and recruit new educators through expansive development of educator support initiatives and through cultivation of M<sup>2</sup> network.*

In the coming years, M<sup>2</sup> 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.

**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

## **PRIORITY 4: GATHER EVIDENCE OF IMPACT**

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

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Over the next four years, M<sup>2</sup> will work with external consultants to develop long term KPI's 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.





## **PRIORITY 5: ESTABLISH A STRONG INFRASTRUCTURE**

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

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To support ongoing excellence across our programs, research, and network, M<sup>2</sup> must build leadership and organizational capacity. By investing in administrative resources, technologies, brand awareness, staff and board growth and organizational culture, M<sup>2</sup> 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 M<sup>2</sup>'s innovation to date. Investment in this priority will help M<sup>2</sup> create an infrastructure that enables responsible and robust growth.

## THE M<sup>2</sup> RIPPLE EFFECT

M<sup>2</sup> 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.**

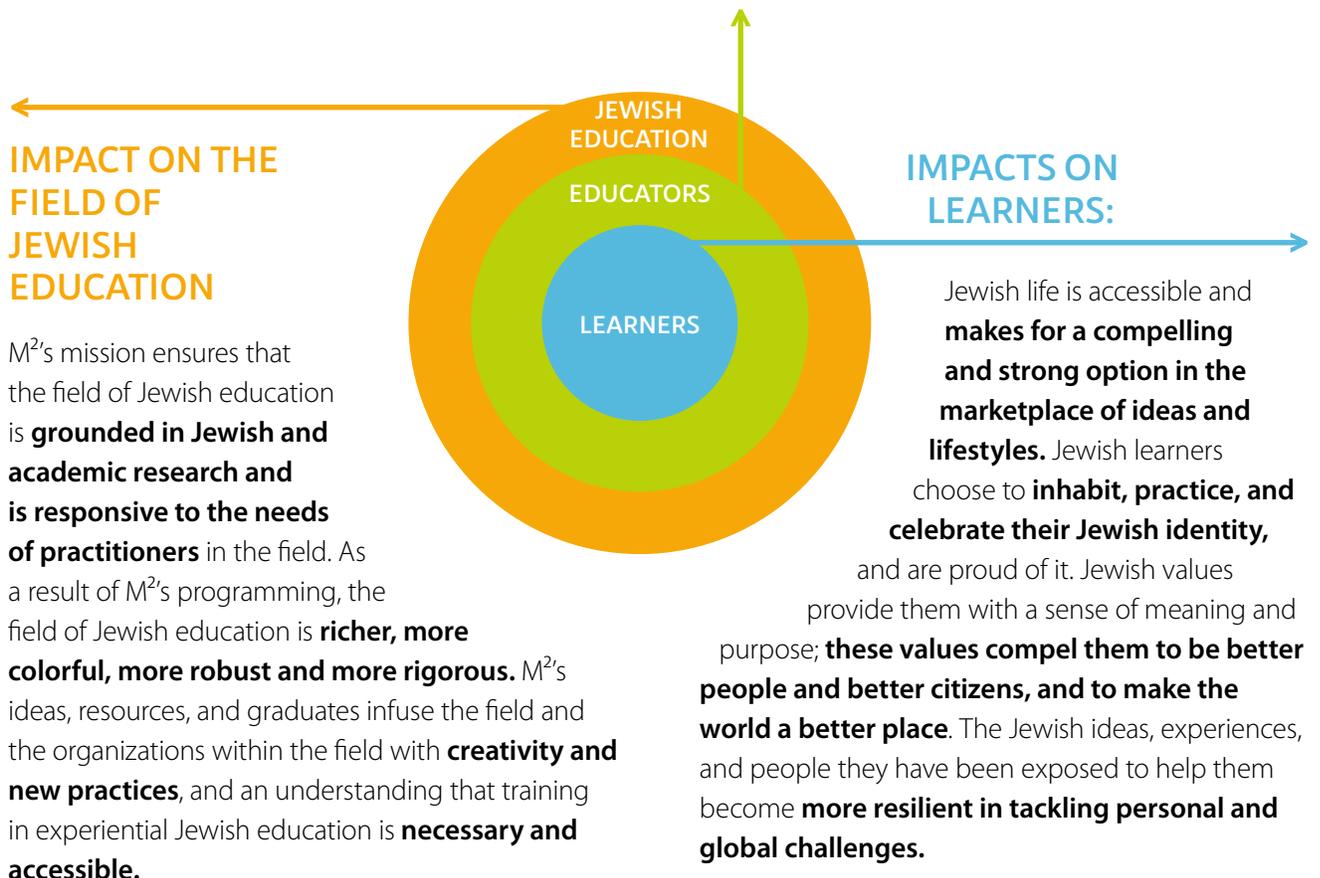
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## THE M<sup>2</sup> RIPPLE EFFECT

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### IMPACTS ON EDUCATORS:

Graduates of M<sup>2</sup> 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 M<sup>2</sup> 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 M<sup>2</sup> network of educator peers is nurtured and supported in **continued learning and growth opportunities** provided by M<sup>2</sup>, magnifying the organization's mission and goals.







**The Institute for Experiential Jewish Education**

338 3rd Avenue Suite 2147 | Brooklyn, NY 11215

[www.ieje.org](http://www.ieje.org) | [info@ieje.org](mailto:info@ieje.org)