

הקהילה שלנו • OUR KEHILLAH

ANSHE EMET STRATEGIC PLAN



Stained glass adorns Anshe Emet's sanctuary. Each shard of glass is separate and special. When looked at together, they form stunning historic panoramas of the Jewish community. May this plan help to create a panorama of actions which enhances the beauty of our community.

SEPTEMBER 2011/5772

CELEBRATING 30 YEARS AT ANSHE EMET: RABBI MICHAEL SIEGEL

Dear Chevra,

During my interview for Rabbinical School in 1976, I remember being asked why I wanted to be a Rabbi. While I suspected that the scholarly group sitting at the table were looking for an answer that spoke to an inclination towards high scholarship, my answer came out of my lips spontaneously: “I have a passion for people, and I want to be in a position where I can draw from our tradition and make a difference in their lives, and that of a community.” While I do not know what my interviewers thought, I am amazed at how much that answer captured the essence of my work. My years at Anshe Emet have taught me that through the relationships we build we have sparked connections that raise us above ourselves to become part of something bigger: a *Kehilat Kedosha*, a holy community.

The truth is that community is at the essence of Judaism and Jewish life. The way we live, and pray, is rooted in the notion that we are stronger, healthier, more satisfied joined together than alone. But, the American Jewish community is in a crisis because its synagogues are failing to attract younger members in sufficient numbers. The recent United Synagogue Strategic Plan, which I was honored to help lead, calls for new models of participation, leadership and governance with a focus on strengthening and transforming *kehillot* (communities).

Because the synagogue remains the most important and influential institution for American Jewry, we must do everything in our power to fulfill the potential of our congregation. Working together it is our responsibility to determine the path that will take us to our best future. The strategic plan that Anshe Emet has undertaken has been a remarkable effort. What began as a desire to assess the state of our synagogue and determine how we could best impact our members, is now a vibrant community-wide effort—engaging hundreds of people in provocative conversation about the things that matter to them most.

Anshe Emet has a long history of excellence and a well deserved national reputation. While we have much to be proud of, there is so much more we can do. In order to fully succeed we will need to step away from the conventional and consider new approaches and mediums. Those who led our strategic plan were challenged to think boldly about the future of the greater Jewish community and the role that Anshe Emet can play in shaping its direction.

The plan is an expression of our community's desire to redefine Jewish community for the 21st century. We took great care to include as many voices as we could and to gather as much of your feedback as possible. Naturally, there will be some things we missed. We look to you to share your thoughts with us to make this plan as inclusive as possible.

As we introduce this plan to the community, please open your hearts to the spirit in which it was created—dozens of passionate volunteers who gave countless hours to find ways to reach out, hear what you had to say, listen and create a set of goals that would move our community, our *kehillah*, into a new phase of growth and strength. Your participation will be the hallmark of the plan's success. We hope over the next few months that you will read the plan, challenge and engage in what is written, participate in the feedback, and join one of the many new ways to get involved.

Looking over the past 30 years, during which I have had the privilege of serving this congregation, I continue to be impressed by the commitment and creativity in our community. As we go forward, I pray that God will strengthen our hands, and sharpen our vision to ensure that Anshe Emet will continue as a "*Kehillat Kedosha*," a true holy community touching the lives of all who enter.

Rabbi Michael S. Siegel

FROM THE CO-CHAIRS: PENNY TURNER AND STEVE SILK

Perhaps it is trite to say that, if you have no destination, any road will take you there. The Jewish way is a directed way. Jewish history begins with the call to Abraham: *Lech Lecha*: Go Forth. These words echo in every generation and challenge us to repair the world. If we are all on the eternal path to redemption, we need to construct a carefully paved road to enable us to reach the promised land.

Anshe Emet is a remarkable synagogue. Our size, our clergy, our breadth of innovative programs, our diverse members all contribute. We are a cornerstone institution within the Conservative Movement. Our spiritual leader, Rabbi Siegel, is one of the most influential rabbis in America; Hazzan Mizrahi is renowned throughout the world. We share a history and building with a pre-eminent Jewish day school. Anshe Emet is a force in the Jewish world.

Over the past nine months, we have begun a project with our clergy, lay leaders, members at large and the broader Jewish community to **transform Anshe Emet into the most engaged and engaging Jewish community in America**. Many people have contributed, through surveys, interviews, emails and committee participation.

What we heard is that our community wants a more welcoming shul, a participative Shabbat home, an actively engaged group of lay leaders, a learning-centered environment and a broader array of Jewish programs and services to meet our changing needs.

Perhaps the work which had the most profound impact was our weekly discussions with Rabbi Siegel. Building upon his vision with Hayom, the Strategic Plan for USCJ (United Synagogue of Conservative Judaism) Rabbi Siegel gave us a glimpse of a renewed Anshe Emet, one which would have a deeper impact upon each of our lives. He spoke of the importance of the Rose Crown Minyan, youth programming, and social networking as portals to reach out to the broader Jewish community.

Rabbi Siegel dared us to dream of developing Anshe Emet with a broader array of services such as a senior center, a kosher restaurant, a simcha hall, and a soup kitchen... and of course, improved parking. He encouraged us to engage a broad group in an Anshe Emet community-wide ‘conversation’ and to translate that conversation into a broadly inclusive action program. We could have never taken such important steps forward without the vision of our entire clergy and especially that of Rabbi Siegel.

It has been gratifying to see our community come together, roll up their sleeves and get to work. We look forward to taking steps forward and involving you in re-creating a renewed, vibrant, more welcoming Anshe Emet.

A COMMUNITY SNAPSHOT

- UNLIKE OTHER COMMUNITIES IN THE EAST AND MIDWEST, WITH DECLINING JEWISH POPULATIONS, CHICAGO’S JEWISH POPULATION HAS BEEN STABLE OVER THE PAST FIVE YEARS.
- ANSHE EMET CONTINUES TO ATTRACT PARTICIPANTS WHO ARE (1) NEW TO THE CITY, (2) YOUNG ADULTS RELOCATING TO CHICAGO AFTER COLLEGE, AND (3) EMPTY NESTERS MOVING DOWNTOWN FROM THE SUBURBS.
- AS THE PUBLIC, PRIVATE AND JEWISH DAY SCHOOL OPTIONS IN CHICAGO HAVE INCREASED, MORE YOUNG FAMILIES ARE REMAINING IN THE CITY INSTEAD OF MOVING TO THE SUBURBS.
- ANSHE EMET HAS 1146 MEMBER UNITS (ONE OR TWO ADULTS, WITH OR WITHOUT CHILDREN UP TO AGE 17), FOR A TOTAL OF 2833 MEMBERS.
- THERE ARE 800 FAMILY MEMBERSHIPS AND 346 INDIVIDUAL MEMBERSHIPS.
- THE MAJORITY OF OUR MEMBERSHIP UNITS ARE OVER THE AGE OF 36.
- 125 MEMBER UNITS ARE BETWEEN 25 AND 35 YEARS OLD.
- 800 MEMBERS ARE CHILDREN UNDER THE AGE OF 17.

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EXECUTIVE SUMMARY

By all measures, Anshe Emet is a successful congregation. At a time when synagogues around the country are in decline, Anshe Emet continues to grow. During the week the building is teeming with activity. On Shabbat and holidays there are multiple services taking place across interests and age groups. But there is so much more we can and should be doing. It is time for our congregation to build on this strong foundation and create a plan that will guide us into our next phase of communal life.

Why?

Because we are engaged in *Avodat Hakodesh*, Holy Labor, and it is our sacred obligation to present Jewish tradition in ever more meaningful, relevant and accessible ways. Because what happens at Anshe Emet touches Jewish lives and souls and we must ensure that we are serving our community in the best ways possible.

Guided by the principle of *Klal Yisrael*, the unity of the Jewish people, the community has undertaken a strategic planning process to help determine Anshe Emet's most significant strengths and challenges, **to understand the aspirations and concerns of its members, and to create a shared sense of purpose and goals for building its future.** The plan serves as a catalyst for engaging an even broader group of people in the ongoing life of this shul.

Across the country, in congregations large and small, synagogues are struggling with the fact that people are turning away from

communal organizations. Inundated with options in secular and Jewish life, people are disengaging in record numbers. Conservative Jewry has the highest overall shrinkage of all denominations: for every 50 funerals there are only three b'nai mitzvot.

We asked. And you told us. Why do people choose to affiliate with synagogues? What are they looking for? How effectively are we meeting their needs?

Synagogue is a place where you want to feel at home, nourished, nurtured, and spiritually fulfilled; where your soul, heart and head are touched; where you and your children feel a sense of relevance; where you are safe; where you are stimulated; where you find a welcoming community.

But we know that we are not a single community. Rather we are a group of mini-communities with disparate backgrounds and perspectives seeking to connect to Jewish life. The need to reach our members where they are, and when and how they are ready to engage has never been more critical.

Our strategic plan reaches across staff, clergy, board, committees and members to create an integrated structure where implementation, operations, and governance are streamlined, and where cross promotion among departments, programs and affinity groups fuels efficiencies and generate community.

Our strategic plan works to ensure that initiatives are responsive and that resources are managed judiciously. We expect the plan to serve as a road map and to act as a guide for making decisions moving forward.

The plan intends to do several things: respond to the feedback you gave us; address perceived gaps in day-to-day operations; develop larger aspirational projects that will draw the community together around common experiences and goals; and create a powerful *kehillah* that will help lead us into our next phase of growth. At its core, the plan is about communal engagement. If, through this process, we have engaged more people in a meaningful connection to Anshe Emet, to one another and to Jewish life, we will have been successful.

Research conducted among our members as part of the strategic planning effort identified immediate critical elements necessary to building engagement and deepening participation. They are, in many ways quite simple. And yet, together, they form the cornerstone of our communal life:

IMMEDIATE ELEMENTS FOR ENGAGEMENT

1. **WELCOMING CULTURE:** Create an authentic sense of communal warmth, welcome and hospitality for all of us who use and live in our building, including the children and families of BZAEDS.
2. **WORSHIP:** Continue the commitment to enhancing prayer services by addressing the spiritual needs of our congregation, and by taking into account the range of Hebrew literacy, liturgical proficiency, musicality, and preferences in worship style.

3. **ADULT ENGAGEMENT:** Develop an inventive and diverse array of deep learning, vibrant prayer, and cultural and intellectual programs while expanding and nourishing mini-communities (affinity groups) within the synagogue.
4. **YOUTH ENGAGEMENT:** Create more responsive, relevant and innovative programs, drawing on best practices and program successes in other communities. Youth engagement is the Jewish community's most challenging issue and the most significant contribution Anshe Emet can make. Our youth engagement strategies will include co-programming with BZAEDS.

In addition, and fundamental to any plan, is rethinking the way we use technology. An engaged and engaging community must embrace the web and social networking as an essential element in creating connections. The website should be a front door to our community.

FUTURE ENGAGEMENT STRATEGIES

Center for Jewish Life: The vision of the Chicago Center for Jewish Life is to create a central address to welcome, serve, and nourish the many Jewish constituencies in Chicago. It is a collective home of various facilities, as inclusive as it is diverse. It offers all sorts of activities, organizations, services and rituals. This strategic initiative would enable Anshe Emet to take the lead role in reenvisioning urban Chicago Jewish life for the next 20 years.

IMPLEMENTING THE STRATEGIC PLAN

We need YOU to successfully implement this plan. Every phase of this plan depends on volunteers, without whom this plan cannot succeed.

At its core, this plan is about ensuring infrastructure and community sustainability; to break down the silos that existed with board, staff and committees and created an integrated approach to planning and operations. Toward this end, several strategic foundations need to be streamlined and better utilized, including: technology, marketing and communications, space planning, volunteers, targeted funding and implementation (see page 28).

A committee structure will support the implementation of the plan. An Implementation Team will be charged with oversight of the committees, and Affinity Group Chairpersons will ensure that there is communication and support among groups, as well as the cross promotion of ideas and programs.

It will be the responsibility of the committees to execute the specific goals and strategies that have been outlined in the plan. Committees will be comprised of board, staff, clergy and volunteers.

The plan lays out key activities, milestones and responsibilities for implementing the strategies, which we will monitor along the way. A follow-up survey will be conducted in June 2012 to gauge our members' reactions to the plan and increased levels of involvement.

And so... we embark on this next phase of our communal life, standing on the shoulders of those who have come before, celebrating all that we have accomplished and working together on what still needs to be done. Ours is a tradition that teaches:

It is not incumbent upon you to finish the task. Yet, you are not free to desist from it. Pirke Avot

OUR BUILDING AT A GLANCE

- OUR BUILDING, COMBINED WITH BZAEDS, IS APPROXIMATELY 110,000 SQUARE FEET
- THE SANCTUARY HOLDS ALMOST 1100 PEOPLE
- BLUM COMMUNITY HALL (WITH RICE GYMNASIUM) HOLDS OVER 1300
- MALKOV CHAPEL CAN SEAT UP TO 240
- THE ROSE CROWN ROOM SEATS 70
- SHABBAT MORNINGS INCLUDE BETWEEN 175 TO 350 PEOPLE IN THE SANCTUARY, DEPENDING ON WHETHER THERE IS A BAR/BAT MITZVAH
- THE ROSE CROWN MINYAN INCLUDES APPROXIMATELY 75 PEOPLE EACH SHABBAT
- ON AVERAGE, 45 CHILDREN AND FAMILIES ATTEND YOUTH SERVICES ON SHABBAT MORNINGS

THREE YEAR TIMELINE

JEWISH TRADITION IS ROOTED IN THE ASKING OF QUESTIONS, WE BEGAN OUR PROCESS BY ASKING OURSELVES THE FOLLOWING:

1. IF ANSHE EMET MAINTAINS THE STATUS QUO, WITH ALL ITS STRENGTH AND CHALLENGES, WHAT IS AT RISK?
2. IF ANSHE EMET AMENDS ITS CURRENT PROGRAMS AND STRUCTURES, IN WHAT WAYS CAN IT MAKE THE GREATEST IMPACT (BASED ON FEEDBACK FROM THE COMMUNITY AND GUIDANCE FROM THE STRATEGIC PLANNING TEAM)?
3. BASED ON #2, WHAT IS REQUIRED AND WHAT IS ANSHE EMET’S CAPACITY TO MAKE THESE CHANGES?

Each committee will review the proposed strategies and initiatives and create its own set of priorities and timetables. Following is an overview of our timeline.

YEAR 1

Get our House in Order

Welcoming
Worship
Adult Engagement
Youth Engagement

Research &
Development (R&D)
Chicago Center
for Jewish Life



YEAR 2

Begin Strategies to More Broadly Build Growth

Outreach opportunities

Refine and maximize
Year 1 strategies and
initiatives

Membership: Viability
of business model



YEAR 3

Ongoing
processes
established

OUR PROCESS 2011

JANUARY	FEBRUARY	MARCH	APRIL	JUNE/JULY/AUGUST
<p>PRE-PLANNING MEETING Define strategic questions and aspirations for the plan. Identify Strategic Planning Team (SPT) based on a desire for broad participation from the community.</p>	<p>STRATEGIC PLANNING TEAM (SPT) February 6 Meeting # 1—Reaffirm goals/objectives of process, identify key issues and discuss questions for key informant interviews and member survey.</p> <p>SURVEY Send survey, via email to 1,100 member units. Send second survey to 1,080 YAD constituents, via Facebook and Listserve.</p> <p>INTERVIEWS In tandem with the survey, and in order to gather more in-depth information, conduct interviews with 59 people, in person or by phone. The survey and interviews seek to identify strengths, weaknesses and themes to set the foundation for the work of the SPT.</p>	<p>STRATEGIC PLANNING TEAM March 6 Meeting #2—Report back on survey and key informant interviews. SWOT analysis and filtering of interview feedback into a set of critical issues and strategies.</p> <p>Divide SPT into subgroups to research issues and create strategies and tactics. These groups met throughout March and April.</p> <p>BEST PRACTICES Research other program models that support the 4 critical issues identified.</p>	<p>STRATEGIC PLANNING TEAM April 3 Meeting #3—Each subgroup reports back on strategies and tactics. Group evaluation on how effectively the strategies respond to communal feedback, and how they work together to create a responsive plan.</p> <p>MAY Create and refine the action and implementation plan for review with Strategic Planning Team. Obtain feedback.</p> <p>Prepare final draft for presentation at Annual meeting on June 14.</p>	<p>Annual Meeting</p> <p>Parlor Meetings</p> <p>Finalize committees</p> <p>Committees begin/continue work on implementation strategies</p> <p>Prepare final draft of Plan</p> <p>SEPTEMBER Submit Strategic Plan to Trustees for approval</p> <p>Launch Plan at High Holidays</p>

WHAT WE LEARNED FROM YOU... HIGHLIGHTS OF SURVEY AND INTERVIEWS

The following approaches were used in order to better understand the issues facing Anshe Emet and the concerns of its membership: **two surveys and 59 key informant interviews**, conducted either in person or by phone with strategic planning consultant Amy Wolfson (see list of interview participants in the Appendix). A survey via the internet **was sent to Anshe Emet's 1,100 member units**. 442 responded. The second survey **was sent to 1,080 people on YAD's Facebook and list serve**. 75 people responded. The survey and interviews were a first step toward identifying themes and concerns among Anshe Emet's membership that would be brought back to the Strategic Planning Team as a foundation for its work.

To optimize survey participation announcements were made at services, through eblasts and in the newsletter. The survey was designed with both closed questions, in which a respondent selected an answer from a limited set of options, and open ended questions which allowed respondents to provide more detailed and nuanced

responses. An anonymous methodology was utilized in order to obtain candid feedback.

We learned that there are great strengths to our community. There is, in general, a positive feeling about the clergy, the synagogue's commitment to Israel, its high level of pastoral care and the ways in which the clergy get to know and work with families during life cycle moments. Our goal through this plan is to capitalize on what is good and address the challenges as means of moving forward on issues of growth and enhancement.

While not all the feedback was positive, an incredible amount was. This, combined with the high response rate, suggests that we have a membership that is engaged and wants to see Anshe Emet improve.

We also attempted to segment our responders based on demographic groupings such as age, membership length, family status, etc, in order to see which groups were drivers for different questions.

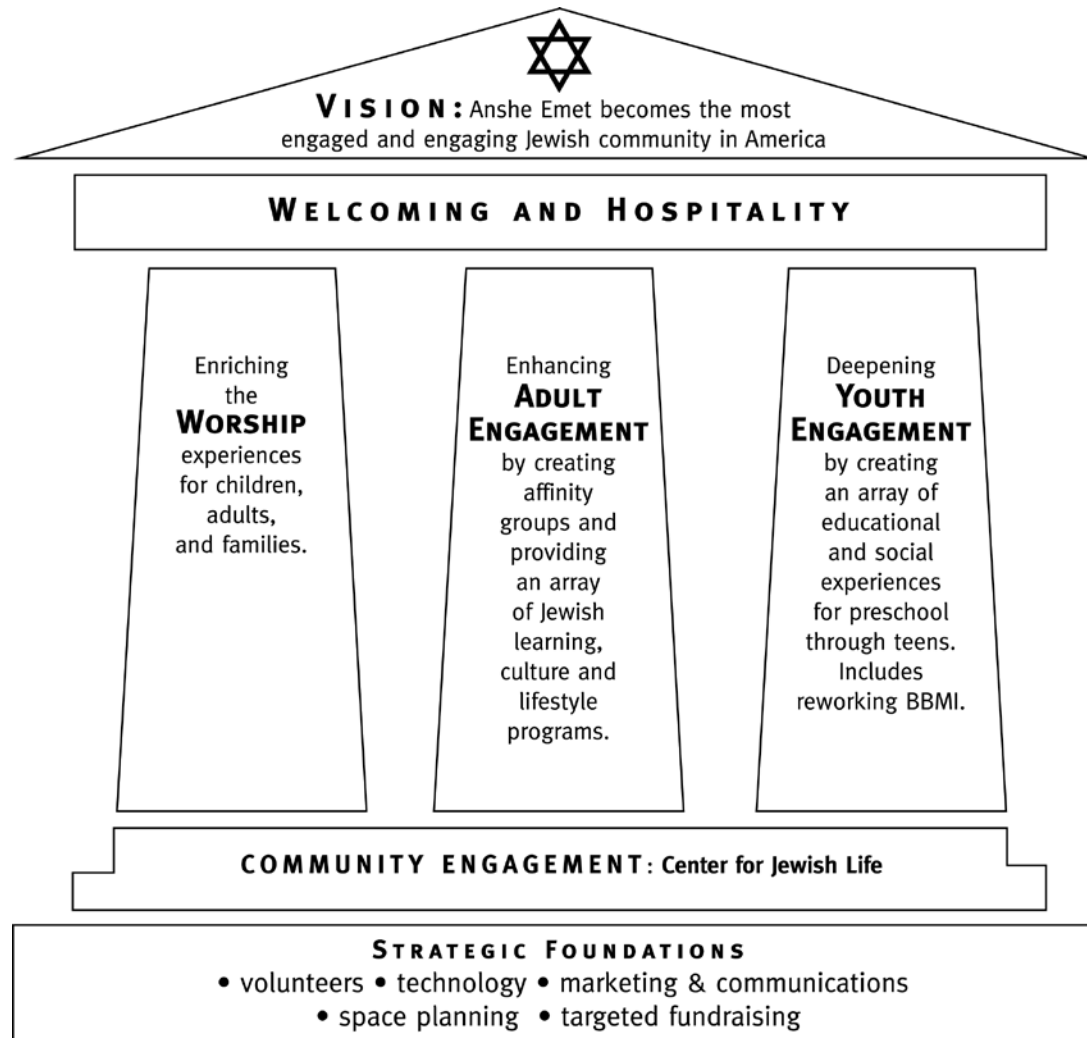
Interestingly, across these groups, similar issues prevailed.

The findings with the most resonance were:

- Over 20% reported feeling “only sometimes comfortable” or “uncomfortable most of the time,” which indicates that we have work to do in the area of developing a more warm and welcoming culture
- A desire for more and different worship options
- A desire for more engagement among adults of all ages
- A desire for youth programs (both formal and informal) that are as good for tweens and teens as the current young children's program
- Challenges related to building and space
- Enhance relationship with BZAEDS

These issues, along with a series of strategic exercises undertaken to determine Anshe Emet's most critical areas of concern, were translated into goals and strategies by the Strategic Planning Team.

THE PILLARS OF OUR PLAN—BUILDING A PROGRAM THAT RESPONDS TO EXPRESSED COMMUNAL HOPES AND NEEDS



VISION: ANSHE EMET BECOMES THE MOST ENGAGED AND ENGAGING JEWISH COMMUNITY IN AMERICA

“As soon as he (Abraham) saw them, he ran from the entrance of the tent to greet them and, bowing to the ground, he said, “My lords, if it please you, do not go on past your servant. Let a little water be brought; bathe your feet and recline under the tree.”

Genesis 18:2-4

WELCOMING AND HOSPITALITY

Welcoming and Hospitality (the mitzvot of *hachnasat orchim*) are core Jewish values. This plan, and our communal life rests, in larger measure on Anshe Emet’s capacity to become a more welcoming and hospitable community. We have often been described as the best of both worlds—big and small. A large membership, clergy and staff allows for a variety of programs, worship, educational resources and profound lifecycle and pastoral care. We have a large facility with space for multiple events.

We also have many strong groups, based on ages and interests (“affinity groups”), allowing the synagogue to feel caring and warm to many who have found friendship, intellectual stimulation and spiritual fulfillment in them (examples are Rose Crown Minyan, YAD, Young Families, Na’aseh, Chesed, Sisterhood and Men’s Club).

But for others, who are new to Anshe Emet, come less often, or who have not found a place within one of the smaller

groups, Anshe Emet’s big-and-smallness can seem intimidating or unfriendly. We heard, from both new and longtime members, that the large community can make them feel like an anonymous face in a crowd whom no one knows or cares about; that our many programs and worship opportunities can be confusing and off-putting; and that some of our existing groups are perceived as cliquish and hard to penetrate.

Because Anshe Emet is an urban congregation, it serves many people who are not members. On any given Shabbat, at least 50 non-members come for services and kiddush (not including guests of b’nai mitzvah families). Free programs such as Anshe Emet Live and YAD Shabbat dinners attract several hundred people. We are known as the community synagogue of Lakeview.

Our goal in making Anshe Emet more welcoming and hospitable is to use our strengths to our advantage and mitigate some of the aspects of our building and size that might make it hard for newcomers and veterans to feel truly at home.

This is not an area in which we need to take dramatic steps, nor do we need to start from scratch. We simply need to build upon what already exists and respond to

the feedback with institutionalized systems and procedures. “Open and hospitable” is a core Jewish value. It should not be difficult for us to become known and branded as a community that believes deeply in the mitzvah of *hachnasat orchim* (welcoming the stranger).

Constructing “Welcoming and Hospitality” encompasses changes big and small, and our staff and Membership/Hospitality committee have already started planning and implementing ways to reduce the impersonality that plagues a large congregation:

- You will see a new user friendly membership form this year that already includes your information, so that if you have been a member before, you will not have to provide your demographic information again.
- Ritual Director Debby Lewis has instituted a “New to Anshe Emet” table at the weekly Shabbat Kiddush.
- Welcome bags with fixings for Shabbat and a welcoming note are being personally delivered to new members.
- When you come for High Holiday services, you will see a new and improved directional sign.

We hope these will demystify some of the challenges posed by our physical space and variety of activities.

Toward this goal, **“Welcoming and Hospitality” will focus on four strategies, each with a series of proposed initiatives which the committee will assess, prioritize and schedule.**

ORGANIZATIONS AND PROGRAMS WE RESEARCHED TO GAIN PERSPECTIVE AND IDEAS ABOUT ENGAGEMENT, MEMBERSHIP, YOUTH AND FAMILY WORSHIP AND OUTREACH

JEWISH COMMUNAL PROJECT—NEW YORK

JCC IN MANHATTAN—NEW YORK

92ND STREET Y—NEW YORK

B’NAI JESHURAN SYNAGOGUE—NEW YORK

IKAR—LOS ANGELES

JEWISH EDUCATION PROJECT—NEW YORK

JEWISH COMMUNITY CENTER ASSOCIATION—NATIONAL

SAN DIEGO JCC—CALIFORNIA

ENCINO JCC—CALIFORNIA

BRANDEIS BARDIN PROGRAM—BOSTON

6TH AND I—WASHINGTON

THE JEWISH CENTER—NEW YORK

EASTERN LUTHERAN CHURCH—MINNESOTA

ST. TIMOTHY’S EPISCOPAL CHURCH—CALIFORNIA

ST. THOMAS AQUINO CATHOLIC CHURCH—OHIO

WELCOMING AND HOSPITALITY

STRATEGIES

Make the experience more welcoming when someone walks in the door

Improve follow-through with newcomers

Welcome and support existing members

Create a culture of volunteerism and increase the number of volunteers who are actively involved

We need and value your participation

INITIATIVES

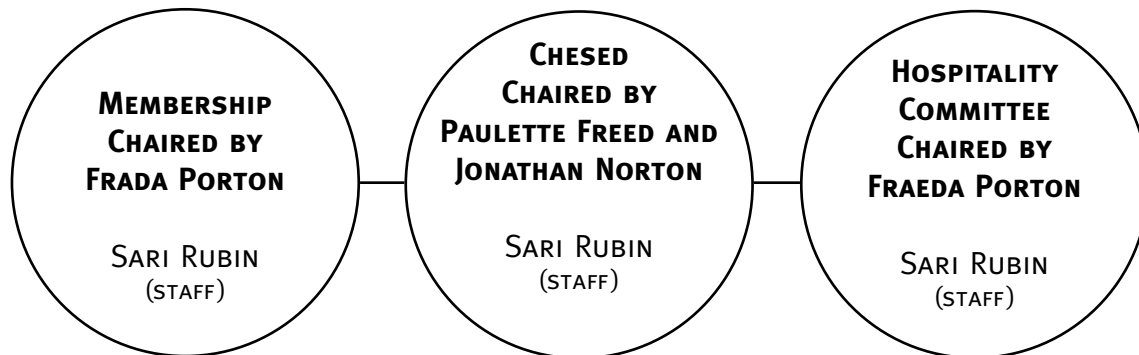
1. Create new and welcoming signage
2. Enhance ushering program
3. Welcome new members and guests from pulpit
4. Add Anshe Emet receptionist at security/BZAEDS desk
5. Make the playground available when the synagogue is open
6. Redecorate common spaces

1. Upgrade existing membership management database
2. Support new Affinity Groups, such as adult singles, baby boomers, families with children 7-11
3. Develop systems to be in touch with new members, guide them to Affinity Groups, Inform them about programs and get feedback
4. Build year long new member program (e.g., mentor, complimentary tickets to programs and classes)

1. Plan monthly breakfast with Rabbi Siegel
2. Send birthday/anniversary cards that offer aliyot (honors)
3. Schedule non-fundraising member calls
4. Develop on-line sign-up and email reminders for programs, minyanim, chesed programs, misheberach list
5. Color coordinate marketing materials in Cummings Gallery
6. Schedule synagogue follow-up to lifecycle events

1. Identify new lay leaders and volunteers
2. Create volunteer committee
3. Partner with volunteers to take pressure off clergy/staff
4. Develop on-line volunteer sign-up mechanism

**WELCOMING AND HOSPITALITY
COMMITTEE STRUCTURE**



HOW WE USE THE BUILDING

- DAILY MORNING MINYAN
- SERVICES ON ALL HOLIDAYS
- TWO FRIDAY NIGHT SERVICES
- FOUR SATURDAY MORNING SERVICES
- MINCHA SERVICE ON SATURDAY, ONCE A MONTH
- CHILDREN & FAMILY PROGRAMS, TWICE A WEEK
- ADULT EDUCATION PROGRAMS— 12 EACH WEEK
- SPACE FOR OTHER PROGRAMS— APPROXIMATELY FIVE PER WEEK (MELTON, ULPAN, AL ANON, WILLOW HOUSE, JVS)
- FRIDAY NIGHT DINNERS—TWO TO THREE PER MONTH
- RELIGIOUS SCHOOL, TWICE A WEEK
- MAJOR LECTURES, APPROXIMATELY SIX PER YEAR
- CONCERTS, APPROXIMATELY TWO PER YEAR

“When I pray, I speak to God, but when I study, God speaks to me!” These words, spoken by Louis Finkelstein have great significance for our congregation. Jewish learning is about a sacred conversation with God, Torah and the tradition. Our role is to facilitate that conversation by any means possible. The goal is to empower those who study with us to develop enough of a degree of comfort to ask good questions and feel a sense of ownership. In short, we are in the business of returning the Jewish tradition to its rightful owner: that is, those who enter our doors and engage in a conversation that resounds through the ages.

Rabbi Michael Siegel

OUR PILLARS

As we work to strengthen our communal home, we construct the pillars that fortify the entire spectrum of our community. The plan focuses on three core strategies: **Worship, Adult Education and Engagement and Youth Education and Engagement.**

PILLAR ONE: ENRICHING WORSHIP EXPERIENCES FOR CHILDREN, ADULTS AND FAMILIES

We heard you... and understand that the congregation is divided on the issue of when, where, and how to pray. Many like davening in the main sanctuary. For those who grew up in a Conservative congregation there is a level of comfort with this style of worship and the liturgy.

However, many do not find our worship options engaging enough to attend on a regular basis. Our research has shown a wide spectrum of opinions:

- some find the sanctuary services not participatory enough
- others believe there is too much

Hebrew for them to be comfortable

- others express a desire for more lively services, with instrumental music and learning integrated into the service
- others want more ongoing, constituency-based minyan options.

Many of you suggested cross-age group worship opportunities in which older children may be engaged in authentic leadership roles to help younger ones learn to daven, thereby enhancing their own experience. Any new worship initiatives will be coordinated with BBME (formerly BBMI), Hebrew High School and the Religious School to ensure integration.

There is, and will always be, a sizeable portion of the congregation that are High Holiday and occasional Shabbat goers. While they may also appreciate alternative services, their lifestyle or level of observance may not lead them to synagogue on a regular basis. For these people, enhancing the worship offerings may be a

portal; once inside we hope they will be able to sample different experiences and increase their participation in the *Kehillah*.

Finally, we will redouble our efforts to experiment and look at ways to connect our Shabbat and holiday worship with the entire Youth community.



STRATEGIES

Create Worship Committee

Experiment with existing services and new worship models for adults

Experiment with existing services and new worship models for youth, teens and families

INITIATIVES

1. Develop assessment mechanism for existing services
2. Create a White Paper on Anshe Emet’s worship platform, addressing the basic tenets to which our worship must adhere, our goals in offering alternative services and our audiences

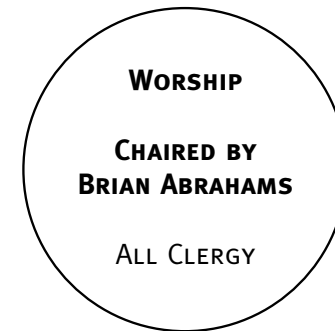
1. Research prayer service offerings in different synagogues and havurot/minyanim.
2. Conduct survey/focus groups/exit interviews about existing services

1. Review calendar of worship offerings to ensure that each Shabbat and holiday and new worship models for children provide meaningful worship/learning opportunities for all children and their families and youth
2. Engage high schoolers to craft their own worship experiences
3. Train additional vibrant, compelling leaders
4. Connect Shabbat and holiday celebrations to each youth engagement area
5. Create cross-age group opportunities for older children to conceive/create new programs and mentor young children

WORSHIP COMMITTEE STRUCTURE

The Worship Committee will steer this process.

In order to create an integrated approach, the youth engagement areas will be integrated into worship planning.



The following Strategic Foundations work across the entire plan, supporting the goals and initiatives within each section.

- VOLUNTEERS ■ TECHNOLOGY ■ MARKETING & COMMUNICATIONS
- SPACE PLANNING ■ TARGETED FUNDRAISING

The goal of Jewish education should be to instill a love of the tradition, the Jewish people and Israel. Success should be judged on the depth and meaning of their experience. In the same way that the commandment to teach our children is embedded in the prayer of love, so too should all Jewish learning be embedded in a joyful, positive context. To create a generation of life-long learners we need to begin in love.

Rabbi Michael Siegel

ENHANCING ADULT EDUCATION AND ENGAGEMENT

PILLAR TWO: ENHANCING ADULT EDUCATION AND ENGAGEMENT

In an effort to create an integrated Jewish life—where people can come together in one place for an array of experiences—synagogues are increasing their programming options in lifestyle, recreation, culture and the arts. With more than 40 programs each year, Anshe Emet is already a destination for certain experiences, among a portion of our congregation (such as Jewish education, learning, support and social connections).

Given the large turnout at events like this year’s MLK program with the Reverend Jesse Jackson, AIPAC, Friday Night Live and Hazzan Mizrahi’s concerts, we know that others will participate if the programs are of interest to them. **We heard you...** and understand that for Anshe Emet to be a program destination, it must offer excellence.

As a complement to our **Raymond Arbetman Center for Jewish Learning**, and based on feedback from the survey and interviews, the plan will begin in Year 1 to develop a

program calendar that works across the entire community, tied to the seasons and Jewish holidays and life.

The Adult Education Committee, Program Committee, and Affinity Group Chairs will work together to plan an array of programs, classes, workshops and events.

Building on the success of the Rose Crown Minyan, YAD and Young Families, we also want **to encourage the creation of additional affinity groups**—offering more of the diverse parts of our community a way to connect with each other and with the larger whole.

Based on feedback from members, the following areas are in need of programming and, depending on desire, can form their own affinity groups with support from the synagogue.

- Families who age out of “young family” programming but are not yet in the Religious School (children 7-11)
- Adult singles (post-YAD age)
- Baby boomers without children

Each group would operate as its own mini-community within Anshe Emet—planning its own programs and events. Others will emerge organically. The leaders of the affinity groups will act as a committee, ensuring that we avoid duplicative efforts among the groups and looking for collaboration opportunities among them.

The newly-established Program Committee will work with the Adult Education Committee and Affinity Group Chairs, along with clergy and staff to create a program calendar.



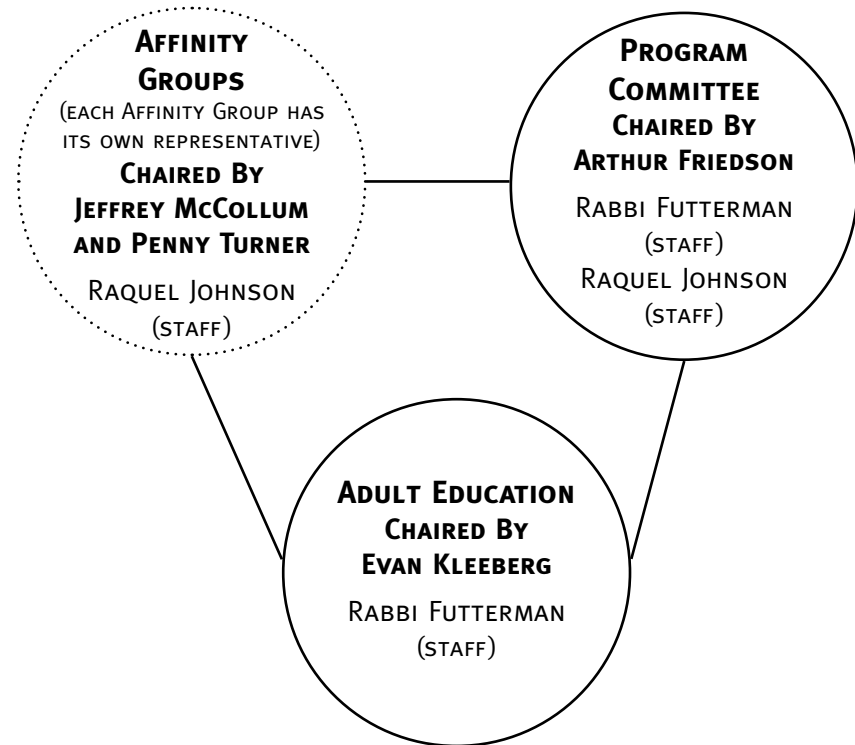
Each quarter represents a new semester at Anshe Emet, replete with program offerings, workshops, study sessions and communal events. These programs, which will be thematically based on the cycle of the Jewish year, work to draw

the community together and generate excitement and involvement around a shared vision. **Following are examples of a fall program schedule.**

1. What's **New** in Jewish education—who is doing interesting things? A lecture series for parents in BBME and religious school.
2. **Newly** emerging Jewish writers—a book or play reading series.
3. **New** political issues that face Israel—a forum with Israeli/Jewish leaders.
4. Scholars Book club (**New** book chosen on topical Jewish and/or season).
5. What's **New** in Chicago politics and how does it affect the Jewish community, with **Mayor Rahm Emanuel**.
6. What's **New** in the social justice movement... an evening with American Jewish World Service president **Ruth Messinger**.
7. What's **New** in synagogue life... an evening with leading **Jewish demographer Steven Cohen**.
8. A **New** appreciation of Shabbat... an reading and book signing with **Senator Joe Lieberman** on his new book, *The Gift of Rest*.
9. **New** music at Anshe Emet with Scholar in Residence Cantor Linda Hirschorn.
10. A **New** Look at Zion through film: new perspective on Israeli life and society through class and contemporary films.

STRATEGIES	INITIATIVES
Create and launch new program vision	<ol style="list-style-type: none"> 1. Create program committee 2. Develop new programs using the cycle of the Jewish year as a foundation (see ideas on page 22)
Sponsor Affinity Groups	<ol style="list-style-type: none"> 1. Expand and deepen Affinity Groups. Link to ongoing adult education curriculum. 2. Affinity Group leaders meet throughout the year for collaboration and integration
Liaison to broader community	<ol style="list-style-type: none"> 1. Process to address space, support and publicity for Affinity Groups 2. Feedback mechanism from Affinity Groups to Strategic Plan Implementation Chairs 3. Implementation Chairs serve as liaison to board and staff

ENHANCING ADULT EDUCATION AND ENGAGEMENT COMMITTEE STRUCTURE



The following Strategic Foundations work across the entire plan, supporting the goals and initiatives within each section.

- VOLUNTEERS ■ TECHNOLOGY ■ MARKETING & COMMUNICATIONS
- SPACE PLANNING ■ TARGETED FUNDRAISING

Judaism has no shortage of exhortations to teach our young. One of the most interesting is found in the V'ahavta. The words are simple and straightforward: *v'shinantam l'vanecha: and you will teach your children.* The context of these words should not be ignored, they offer a lesson as to the approach to the education of our young.

Rabbi Michael Siegel

DEEPENING YOUTH EDUCATION AND ENGAGEMENT

PILLAR THREE: DEEPENING YOUTH EDUCATION AND ENGAGEMENT

Three critical components were identified for deepening connection and involvement, from preschool through teens: **worship, supplemental education and informal education and social experiences.** Synagogues and Jewish organizations throughout the country are rethinking Jewish education and youth engagement and finding new ways to meet the challenge of keeping Jewish youth connected. In our effort to “find not make,” we know that there are innovative programs and cutting edge resources already in existence that we can adapt.

We heard you... and, in response, have restructured Anshe Emet’s existing youth engagement framework into four committees, which will explore new tactics and programs—each of which is ripe for innovation. Each committee will be charged with supervising the areas of worship, informal education and supplemental education for the appropriate age group.

An example of enhancements to the experiential part of our Religious School are the “Chuggim” that will begin this fall and feature electives in areas such as Judaism in the arts, photography and cooking. We expect retreats and Shabbatons to be used more extensively, and meaningful social action events, field trips and volunteer opportunities will be integrated into the curriculum.

To deepen our youth’s connection to Israel, we will look for ways to add specific curriculum about Israel, particularly in 4th to 8th grades, and perhaps consider a trip to Israel as a capstone experience. We will also look for ways to incorporate more family education into the Religious School.

Our high school program is already being invigorated. This fall we will offer collaborative programming across BZAEDS, the Religious School and USY, combating the post-Bnai Mitzvah dropoff and fostering student leadership. We also want to challenge our high schoolers to help create and deliver content for the Religious School.

A new youth leadership council (grades 8-12) will share in creating the new program with the High School Committee.

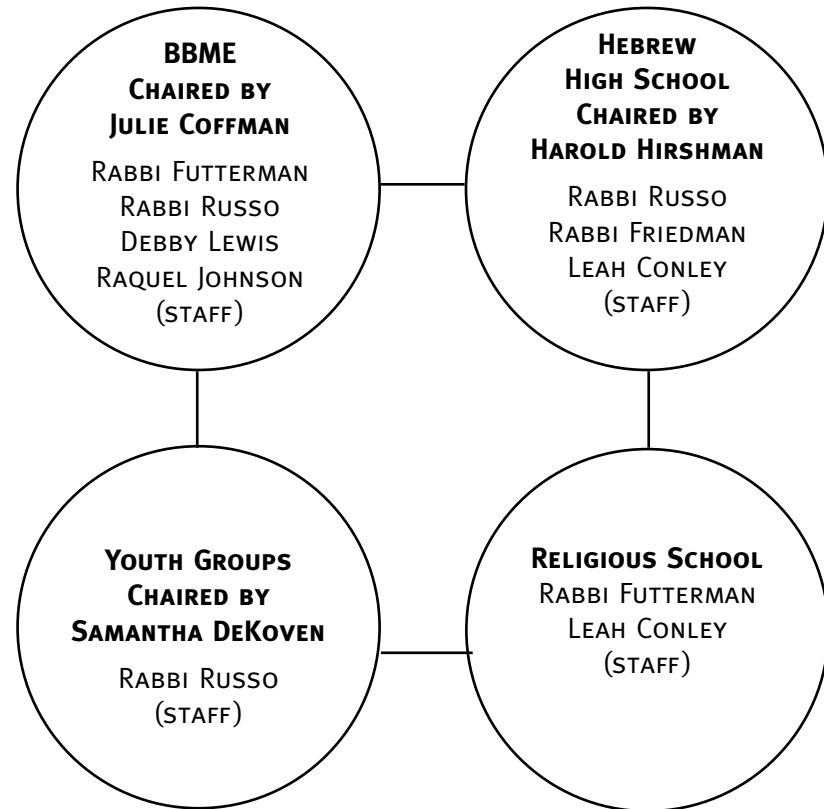
Finally, we heard from you about the overall Bar/Bat Mitzvah experience, now renamed BBME. A new committee is already working with the clergy to enhance the curriculum and to synchronize and make more user-friendly the logistical parts of the process.

We will look for parental participation and expect that committees will meet with the clergy and staff to develop new programming ideas.



STRATEGIES	INITIATIVES (under consideration)
Worship	1. See pages 18-19
Enhance informal education	<ol style="list-style-type: none"> 1. Teen leadership council 2. Youth lounge (WIFI and computers) 3. Summit to create new program ideas (i.e. Saturday night “Club J”) 4. Partner with BZAEDS to create more collective youth space for activities
Enhance supplemental education	<ol style="list-style-type: none"> 1. More family education programs 2. Buddies for older/young children 3. High schoolers more responsible for creating themed program content 4. Increase experiential components of curriculum 5. Deepen connection to Israel
Formalize processes for B’nai Mitzvah preparation	<ol style="list-style-type: none"> 1. Identify all steps for preparations and communicate to families 2. Identify and train one staff point-person for families to contact with all questions 3. Determine and communicate roles and responsibilities for all clergy/staff involved in the process 4. Address ongoing issues such as Kiddish requirements, and clarify for families 5. Work with religious school and BBME families to elicit continued feedback.

DEEPENING YOUTH EDUCATION AND ENGAGEMENT COMMITTEE STRUCTURE



The following Strategic Foundations work across the entire plan, supporting the goals and initiatives within each section.

- VOLUNTEERS ■ TECHNOLOGY ■ MARKETING & COMMUNICATIONS
- SPACE PLANNING ■ TARGETED FUNDRAISING

CHICAGO CENTER FOR JEWISH LIFE

COMMUNITY ENGAGEMENT:

As discussed previously, Chicago’s Jewish community, like that of others in America, is struggling with an aging population and declining synagogue and Jewish communal affiliation. We are looking for ways to engage our larger community. While the City of Chicago has a great variety of social and cultural opportunities, the Jewish community does not have a venue, destination or even a neighborhood to serve as a center for social, cultural and spiritual Jewish life.

The Chicago Center for Jewish Life (CCJL) is intended to address individual needs for community and spirituality, and ultimately impact the continuity and strength of the Chicago Jewish Community overall.

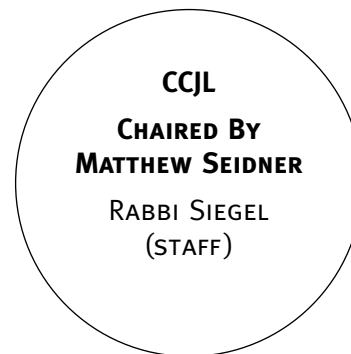
We know from similar communities nationwide, that Centers for Jewish Life have the potential to dramatically change the culture of a community.

The still-developing vision of the Chicago Center for Jewish Life is to have a central address to welcome, serve and nourish

the many varied Jewish constituencies in the city of Chicago. It is a collective home that is as inclusive as it is diverse. It offers a multitude of Jewish activities, organizations, services and ritual. Imagine a place where there is Torah study going on in the coffee house, a Senior and Sisterhood day of canasta or mahjong in the lounge, a child’s celebration in a party room, a meeting of city-wide Jewish youth groups in the courtyard, a gaga tournament in the gym, and wedding preparations in the social hall.

Because there is so much happening in one place, there is much greater likelihood that families and individuals will come here. The CCJL, which will necessarily be a col-

laboration of many Jewish organizations, offers a particularly bright future for Anshe Emet members. As the primary physical site, the CCJL offers AES the opportunity to not only address the issues related to our physical plant, but to construct a building that will in-and-of-itself attract people. The “target” population of AES will be more inspired to join and engage in the synagogue in this future space.



STRATEGIC FOUNDATIONS

Ramping up technology, communications and space planning are key to moving Anshe Emet forward. These “Strategic Foundations” of our Plan capitalize on some of the great work already underway by the established committees of the Board, but now through the Strategic Plan we can integrate their work to get a more holistic view of where we are and where we’re going. Central to this plan is the incorporation of volunteerism—providing meaningful opportunities for more people to get more involved and thereby more engaged.

Carole Schechter

The Strategic Planning Team outlined several Strategic Foundations that need to be in place and optimized for the Plan to be successfully realized. Without a clear and consistent focus on these elements, the chance for success will be severely minimized. The following foundations are critical:

- Volunteers
- Technology
- Marketing and Communications
- Space Planning
- Targeted Fundraising



STRATEGIC FOUNDATIONS

MARKETING AND COMMUNICATIONS

This area traverses all strategic objectives and has, to date, been unformed and underutilized as a tool for awareness, membership, program participation, fundraising and a general sense of good will. Inconsistent and haphazard communications reflects a synagogue that does not embrace the power of marketing and social media—the antithesis of a progressive, innovative institution.

Are we contemporary in our approach? Responsive? Do we provide value? Are we unique, interesting, and engaging? A new website, with all its ancillary marketing and engagement opportunities, clear signage for navigating our building, and timely advertising of programs, will respond to feedback from current Anshe Emet members as well as compel potential members.

Internal communication must also be improved. To break down the silos, we must communicate more effectively across affinity groups and within departments. Mechanisms for facilitating cross-communication need to be established immediately.

STRATEGIES

Create marketing plan

**MARKETING AND
COMMUNICATIONS**

**CHAired BY
BARBARA COHEN**

SARI RUBIN
(STAFF)

INITIATIVES

1. Website redesign is complete and new site is set to launch in Fall 2011
2. Develop social media program that works across constituencies and affinity groups
3. Develop hallway signage that welcomes visitors, provides clear direction and sets caring tone
4. Set up website-posting procedures for timely posting of items by all departments and affinity groups
5. Define and execute mechanisms for sharing information across departments and affinity groups

STRATEGIC FOUNDATIONS

When the Israelites built the Tabernacle there was no single way to contribute. Some brought gold, some brought copper, some brought the wisdom of their hearts and some brought the work of their hands....

In our sacred community it is incumbent upon us to ensure that each person can make their own unique contribution.

TARGETED FUNDRAISING

The unveiling of a new strategic plan affords Anshe Emet the opportunity to capitalize on the energy and excitement of new programs and solicit funds on behalf of special interests. Our current fundraising processes must be supplemented by opportunities for targeted gift giving. Targeted fundraising enables special projects to be implemented and allows donors to focus on special areas

of interest to them. While we understand that the Sustaining Fund feeds our operational budget and cannot be jeopardized, we also understand that donors cultivated around special interests are more likely to increase their donations in focus areas rather than for general operation purposes. This is an opportunity for expanding our fundraising efforts to reach a broader and more inclusive audience.

STRATEGIES

Create targeted giving plan

**TARGETED
FUNDRAISING**

**CHAired BY
HAROLD HIRSHMAN**

RABBI SIEGEL
(STAFF)

INITIATIVES

1. Establish committee to work on targeted giving
2. Identify projects for giving and create support materials
3. Identify potential givers for these areas
4. Communicate the project funding opportunities to congregation and beyond
5. Solicit targeted donations

STRATEGIC FOUNDATIONS

TECHNOLOGY

There are several opportunities for more sophisticated technology that would complement the Strategic Pillars. Members expect not only that our website and communications be on a par with those they use in every other aspect of their lives, but they also expect that their membership data, which they have carefully provided to us, be maintained accurately. Anshe Emet should be able to easily store member data and

communicate with members efficiently by using software that already exists in the marketplace.

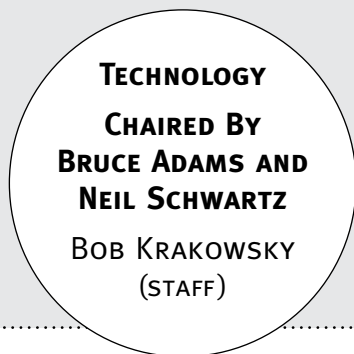
Finally, and critically important, the issue of social media as a tool to build engagement must be addressed. Each Affinity Group and committee needs to factor how its intended audience interacts with and receives information so it can create a responsive communications plan.

Portals to Anshe Emet exist at many levels. At the most fundamental are the physical portals into our facility. Deeper levels include entry through worship and prayer, education and study, and social connections. The task of technology is to provide new tools that not only increase the number of available portals, but to create portals that are different in their very nature. We must exploit these virtual portals to enhance our opportunities to engage our community on whatever level is most convenient for you.

Bob Krakowsky

STRATEGIES

Create responsive technology plan that responds to the Strategic Plan



INITIATIVES

1. Complete new website
2. Develop social media plan
3. Enhance video capability, both recording and editing
4. Assess replacement of MM2000 (member database)
5. People with social media and web-based expertise should be leveraged for each Affinity Group
6. Expanded WIFI and broadband throughout the building

STRATEGIC FOUNDATIONS

SPACE PLANNING

What messages does the building give out? How do the various spaces function and feel, both independently and as a “home” for the community? What potential programs and/or services are not being housed at Anshe Emet due to lack of space and, therefore, what opportunities are being missed for engagement and outreach? The sense is that the building is old and unattractive.

It lacks the beauty and elegance that many people feel is more fitting to a synagogue of Anshe Emet’s stature. There is the feeling that the building has been “outfitted and retrofitted” as needs have arisen, rather than being redesigned in a strategic way that responds to a plan for growth. The existing space shared by Anshe Emet and BZAEDS has severe limitations, and the compounding needs of growing student enrollment at BZAEDS and proposed ex-

panded synagogue programming, exacerbates the space challenges even more. While potential plans are underway to hire an architect to conduct a space planning study, we need to keep a vigilant eye to current space needs. The primary entrance used by visitors is unwelcoming and confusing. Short term efforts can be made to enhance this space.

STRATEGIES

Coordinate space planning and needs through a centralized committee

**SPACE PLANNING
CHAired BY
BRIAN NAGORSKY
BOB KRAKOWSKY
(STAFF)**

INITIATIVES

1. Identify space requirements related to the Strategic Plan implementation
2. Specify additional needs or modifications to the existing building structure that will be required
3. Space planner to conduct space plan study, as proposed to Anshe Emet and BZAEDS
4. Identify short-term, low cost enhancements that can be made to the primary parking lot entrance, including signage

STRATEGIC FOUNDATIONS

In *Parshat Terumah*, God says give as your heart speaks to you in order to build a tabernacle. And the people gave overwhelmingly. DeTouqville touring America recognized a strength of this country was the voluntary groups formed to fulfill our desires. This plan is a call for your hands, ideas and souls. If the plan's shofar sounds for you then we will have succeeded. The more who hear and join in, the more joyous the dance and our lives will be.

Harold Hirschman

VOLUNTEERS

Engaging members as volunteers to Anshe Emet is both an overarching Strategy and a Foundational Element. The benefits to the volunteers have been explained in the Welcome and Hospitality section. The benefits to Anshe Emet, if managed effectively, are increased

resource and operational capability. Building on our current Board Committee structure, we need to reassign committees to support our strategies and goals. Additionally, we need to find inroads to engage volunteers, linking activities of staff, board and community.

STRATEGIES

Create and train volunteer committees to work with staff and clergy to support strategic plan goals

INITIATIVES

1. Review current Committee Structure and modify to reflect strategies and goals
2. Assign responsibility of each committee to a Board member
3. Request each committee to solicit volunteers and broaden the committee resource
4. Assist the volunteer committees in establishing their objectives, roles and action plans with timelines
5. Identify mechanisms for volunteer committees to report their progress and communicate issues for resolution

**VOLUNTEERS
CHAIRD BY
JEFFREY McCOLLUM AND
PENNY TURNER
RAQUEL JOHNSON
(STAFF)**

STRATEGIC FOUNDATIONS

IMPLEMENTATION

How does the synagogue function? In most organizations, governance per se is invisible if it's functioning well. The survey and interviews pointed to a lack of clarity regarding roles and responsibilities of clergy, board, committees and staff. Members wanted to better understand who is responsible for which areas and to whom they can go with issues. To help address this, the importance of steering, assisting, and monitoring the multiple groups who are executing the

goals and strategies outlined in this plan cannot be underestimated. Oversight of the implementation will link the efforts and decisions of staff, clergy, board and volunteers. A thoughtful process for planning, reporting and communicating among groups is essential.

Jeffrey McCollum and Penny Turner will monitor the overall implementation of the Strategic Plan for the Board and volunteer groups. Bob Krakowsky will be responsible for all staff efforts. Rabbi Siegel will be

responsible for clergy. The Affinity Group chairs will meet together and with the implementation team on a regular basis. Anshe Emet committees will also meet regularly with the Implementation Team.

Each Board member will be assigned to work, either with an affinity group, committee or on one of the Strategic Plan pillars. In this way, the strategic plan becomes the operating plan of the synagogue and the board members serve as liaison to one another, monitoring the plan's deliverables and bench marks.

STRATEGY

Implementation chairs will create and oversee the Strategic Plan through the establishment of board committee structures

IMPLEMENTATION
CHAIRD BY
JEFFREY MCCOLLUM AND
PENNY TURNER
 RABBI SIEGEL
 BOB KRAKOWSKY
 (STAFF)

INITIATIVES

1. Affinity Groups will create own objectives/plan.
2. Groups responsible for pillar strategies and goals will create their own objectives and plans.
3. Strategic foundations groups will create their own objectives and plans.
4. Implementation Chairs will set up mechanism for groups to report progress. They will also monitor progress, help solve open issues and assist inter-group communication as appropriate. Group will meet regularly.
5. Communicate progress to congregation.
6. Communicate progress to Board.

ANSHE EMET WILL TRACK THE PROGRESS OF THIS PLAN THROUGH:

If, as they say, “God is in the details,” then it is incumbent upon us to ensure that this strategic plan has a well-conceived implementation process with benchmarks and deliverables against goals. It is incumbent upon us to ensure that the congregation is kept informed of the Plan’s progress and that there is integration between clergy, staff, board and the broader membership on the status of our initiatives.

Jeffrey McCollum

PROGRESS UPDATES

- **Internal tracking**
 - Monthly milestone progress check in with each committee and Affinity Group
 - Monthly check in at senior staff meetings
- **Board Update**
 - Monthly at board meetings, with report from Strategic Planning Team Implementation Chairs
 - Targeted reports, as warranted, on new initiatives and feedback from committee chairs
- **Community Update** (quarterly)
- **Strategic Plan Revision**
 - Review initiatives and revise any changes in third quarter of Year 1 for Year 2 Plan
 - Create Year 2 Plan in third quarter of Year 1
- **Follow up survey to congregation to assess reaction and enhanced involvement**

COMMITTEE STRUCTURE

The success of this plan resides, in large measure, with our community volunteering and taking ownership of the committee structures and ongoing work. Anshe Emet’s committees will be amended to support the implementation of the Strategic Plan. It will be the responsibility of the committees to execute the specific goals and strategies that have been outlined in the plan. The new committee structure is designed to break

down silos and encourage more fluid communication among groups. To build on prior successes, we will integrate several of the existing Board committees when it makes sense to do so.

THE NEW COMMITTEE STRUCTURE WILL BE COMPRISED OF THREE OVERALL GROUPS:

- Committees that support the overall vision, so that “Anshe Emet becomes the most engaged and engaging Jewish community in America.”

- Committees that provide strategic foundations required to execute the plan, ensuring streamlined infrastructure and community sustainability
- Committees that continue the operational management of the synagogue, many of which are already operating effectively.

COMMITTEES : There is intentional redundancy between committees

WELCOME AND HOSPITALITY	WORSHIP	ADULT ENGAGEMENT	YOUTH ENGAGEMENT	STRATEGIC FOUNDATIONS
Membership	Adult and Family	Programming	Religious School	Marketing and Communications
Chesed	Hebrew High School	Adult Education	Hebrew School	Space Planning
Hospitality	Religious School	Affinity Groups	BBME	Technology
	BBME	Rose Crown Minyan	Youth Commission	Volunteers
		(As of now. New groups will be formed)		Targeted Fundraising Implementation
		Sisterhood	CENTER FOR JEWISH LIFE	
		Men’s Club		
		Na’Aseh		
		Young Adult Division (YAD)		
		Young Families		

ISSUES AND CONSIDERATIONS FOR MOVING FORWARD



- **Staffing:** The Plan assigns staff to each strategy with a clear understanding of the roles and responsibilities.
- **Budget:** The strategies will each be reviewed and prioritized with staff and committees, based on need and budget considerations. We believe that the Anshe Emet FY '12 budget is sufficient to support the majority of recommendations in this plan. As we move forward, the budget will continue to be reviewed alongside the Plan to ascertain where and if discrete new funds will need to be allocated and/or raised.
- **Timeframe:** Strategies can be adjusted or modified based on capacity and funding considerations. Implementation Team will track progress of each area and report back to the board on benchmarks and issues.
- **Business model:** What alternative revenue models in synagogues and membership organizations should be explored? What sources of revenues could offset membership dues?

PLEASE JOIN US

There is a scene in the Torah that speaks eloquently to the elements that make for a true Jewish community. When the non-Jewish prophet Balaam looks down upon the tribes of Israel, he exclaims *Mah Tovv O'halecha Yaakov, Mishkenotecha Yisrael*: How goodly are your tents O Jacob, your dwelling places O Israel. The Rabbis ask the question, what made the tents and dwelling places so “good”?

The Rabbis answered the question in terms of mutual respect. The reality, is that this is a question worthy of being asked in every generation.

What would make Anshe Emet a community whose goodness would be worth celebrating?

A place where people are made to feel warm and welcomed.

A place where the sense of sanctity is relevant, meaningful and not reserved to the sanctuary alone.

A place where there is a palpable love for Jews, Judaism and the State of Israel.

A place which reaches out to individuals and communities outside of its doors and seeks to make a difference to the world around.

If we are to become the synagogue that we are capable of being, then every encounter with Anshe Emet should elicit the words of an ancient non-Israelite prophet: *Mah Tovv*: how goodly are your tents O Jacob, your dwelling places O Israel.

We look forward to your participation in this next phase of our communal life. Join a committee. Volunteer to usher. Come to a program. Call us for coffee.

Please let us know your reaction to the plan and/or how you would like to be involved.

Please contact us at kehillah@AnsheEmet.org.

Rabbi Michael Siegel

*Harold Hirshman, Bob Krakowsky, Jeffrey McCollum,
Steve Silk, Carole Schechter and Penny Turner,
Planning Group—Strategic Planning Team*

APPENDICES

A. ANSHE EMET STRATEGIC PLANNING TEAM

B. LIST OF PEOPLE INTERVIEWED

APPENDICES

A. ANSHE EMET STRATEGIC PLANNING TEAM

Bruce Adams

Julie Coffman

Arthur Friedson

Carolyn Friend-Weiner

Jay Goodgold

Barbara Gressel

Maxine Handelman

Carol Henriques

Harold Hirshman

Dana Hirt

Robert Krakowsky

Sharon Markman

Jeffrey McCollum

Marsha Nagorsky

Carole Schechter

Zach Seeskin

Matthew Seidner

Rabbi Michael Siegel

Steven Silk

Penny Turner

APPENDICES

B. LIST OF PEOPLE INTERVIEWED**STAFF AND CLERGY**

Rabbi Dena Bodian
 Leah Conley
 Rabbi Abe Friedman
 Rabbi Matthew Futterman
 Raquel Johnson
 Fran Laurence
 Debby Lewis
 Bob Krakowsky (SPT)
 Hazzan Alberto Mizrahi
 Rabbi Michael Siegel (SPT)
 Sari Rubin
 Antionette Nunez

MEMBERS

Brian Abrahams
 Fern Baker
 Irene Caminer
 Julie Coffman (SPT)
 Meredith Dubner
 Steve Durchslag
 Lawrence Geller
 Jay Goodgold (SPT)
 Arla Gomberg
 Liz Bodian
 Tom Goldblatt

Barry Gross
 Jacob Handelman
 Maxine Handelman (SPT)
 Lois Hauselman
 Sarah Hirszen
 Harold Hirshman (SPT)
 Rebecca Katzman
 Evan Kleeberg
 Ann Luban
 Barry Malkin
 Sharon Markman (SPT)
 Beatrice C. Mayer
 Jeffrey McCollum (SPT)
 Marian Morris
 Sylvia Neil
 Tamar Newberger
 Kimberly Miller Rubinfeld
 Suzanne Muchin
 Eli Pick
 Rhoda Pomerantz
 John Ragir
 Sara Salzman
 Susan Schonfeld
 Naomi Shapiro
 Scooter Simon
 Steve Silk (SPT)
 Ricca Slone

Penny Turner (SPT)
 Judy Tullman
 Susan Weininger

YAD

Zach Gordon
 Ronit Lever
 Aaron Levine
 Lia Leher

OTHER

Professor Steven Cohen
 Errol Stone