



BETH EL SYNAGOGUE

STRATEGIC PLAN

2007-2012

5767-5772

BETH EL MISSION STATEMENT

Beth El is a dynamic Jewish community where our young and our old embrace Torah (Ethics and Education), Avodah (Spirituality), and Gemilat Hesed (Acts of Kindness).

BETH EL VISION STATEMENT

Beth El will always be a warm, welcoming, and caring community where Judaism is relevant and meaningful.

Summer 2007 – 5767

After nearly two years of planning and congregational research we are pleased to present the following strategic plan to guide Beth El over the next five years.

To fulfill the Beth El mission, an assessment of congregational needs and desires was performed to help direct synagogue programming, staff, governance and administration.

Committee members listened to congregants' needs and desires through surveys, focus groups, and individual discussions. In addition, much information was gathered from staff. As a result, a Beth El Vision Statement that captures members' desires was articulated.

Four program portfolios have been developed that drive this strategic plan consistent with the Mission Statement:

Community – *Kehila*
 Education – *Torah*
 Spirituality – *Avodah*
 Acts of Kindness – *Gemilat Hesed*

Two additional portfolios ensure effective and efficient delivery across all four of the program portfolios:

Administration
 Volunteerism

As shown on the following pages, each of these six portfolios has a charge, strategic goals for the next five years and accountability for implementation. A budget and evaluation process for each portfolio is required. Every program currently delivered at Beth El is slotted in one of these portfolios. Future programs should flow through these portfolios as well.

Implementation of these recommendations with appropriate budgets, evaluations, and timelines will ensure a bright future for Beth El as we go forward with our young and our old.

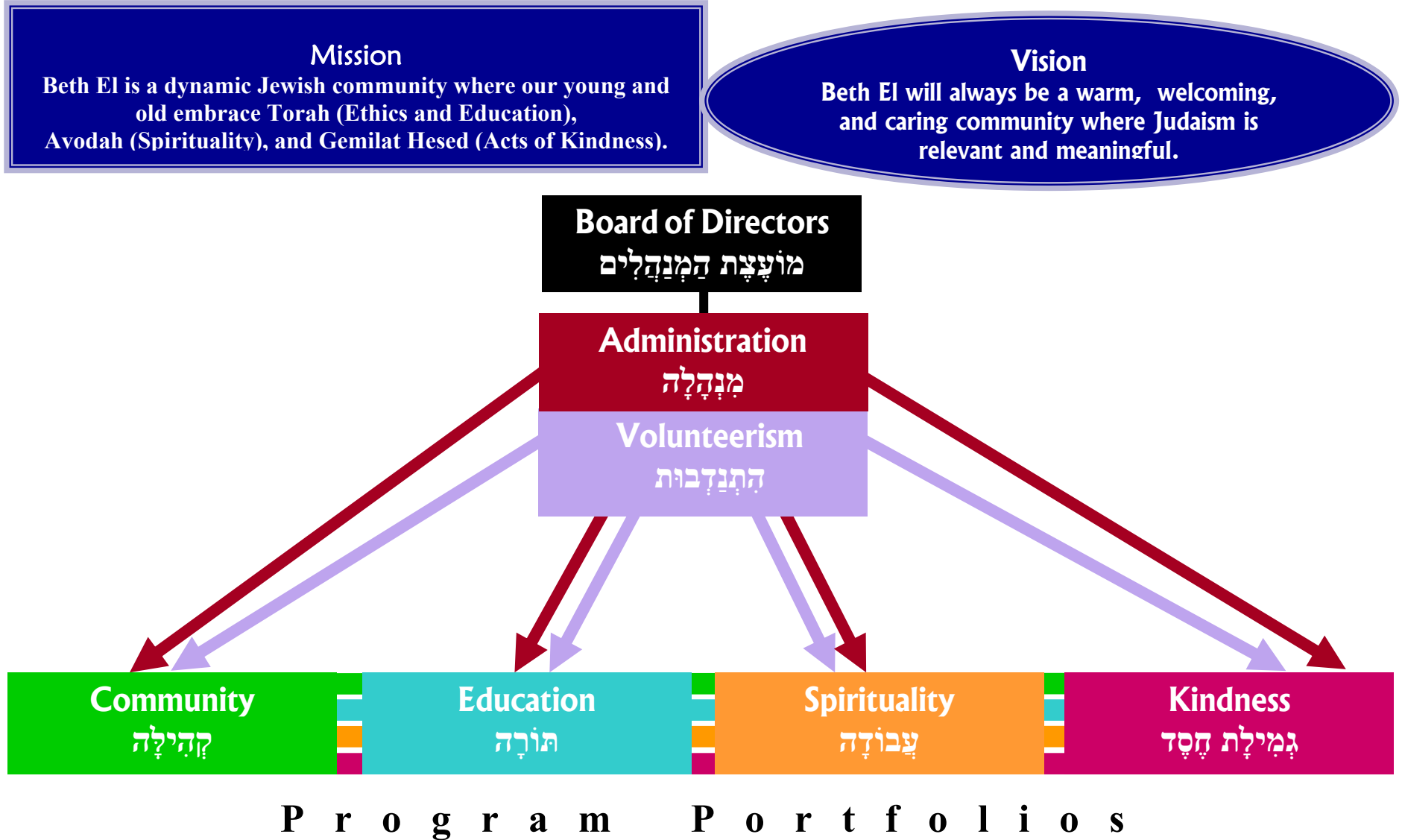
Respectfully submitted,

Beth El Strategic Planning Committee

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 Committee
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STRATEGIC MAP



Note: Administration and volunteerism apply to all portfolios.

BETH EL COMMUNITY PORTFOLIO

KEHILA - קהילה

Portfolio Charge: Ensure that members feel at home at Beth El and that they belong to a warm, welcoming community of communities.

Strategic Goals:

- Identify and develop or enhance Jewish programs that are responsive to the social needs and desires of all member age groups
- Strengthen USY
- Cultivate an atmosphere of warmth, friendliness and inclusion

Accountability:

Committee and leadership will evaluate & prioritize programming, review portfolio budget and make recommendations to the board, guided by the Beth El Mission and Vision Statements, Portfolio Charge, and Strategic Goals.

Officer: Vice President for Community (Currently VP for Membership)

Lead Professional: To be determined

Committee: Beth El Community (to be established)

Subcommittees:

Men's Club

Women's League

Young Couples

Bethelders

Youth Commission (USY)

Havurot (to be established)

Programs covered

New Member Bags

Hosting and Matching

Shabbat Greeters

Women's Retreat

Mishloah Manot

Member Welcoming

Exit Surveys

Men's/Women's Club

Women's League

USY

Bethelders

Havurot

Beth El Picnic

Welcome to the World Baskets

BETH EL EDUCATION PORTFOLIO

TORAH - תּוֹרָה

Portfolio Charge: Maximize congregational learning and coordinate all Beth El educational programming to ensure continuity, excellence and innovation.

Strategic Goals:

Family Education

- Explore family-oriented learning initiatives across the generations from Aleph School through parents and grandparents

Youth Education

- Evaluate all curricular areas (Aleph School, TaRBuT, Bar/Bat Mitzvah training, Religious School) for relevance, continuity and effectiveness
- Investigate feasibility of infant care
- Provide appropriate spaces for effective teaching and learning for our youth

Adult Education

- Utilize technology and print publications to expand and enhance learning opportunities
- Ensure that all study opportunities are open and welcoming
- Coordinate adult learning opportunities with other community resources to avoid duplication and facilitate quality and success

Accountability:

Committee and leadership will evaluate & prioritize programming, review portfolio budget and make recommendations to the board, guided by Beth El's Mission and Vision Statements, Portfolio Charge and Strategic Goals.

Officer: Vice President for Education
 Lead Professional: Member of Clergy to be determined
 Committee: Education (to be established)

Subcommittees:

Aleph School
 Family Education (to be established)
 Youth Education (to be established)
 Adult Education (to be established)

Programs covered

Aleph School	Leheyot B'keshet (College Outreach)
Scholar in Residence Weekends	Cultural Events (BEMA)
TaRBuT/Bnai Mitzvah	Scholarship
Adult Education	Confirmation
Conversion	Adult B'nai Mitzvah
Babysitting	Sunday School
Study Groups	Dor Hatid/Consecration
Marital Workshop	Tots' T'fillah
Apples & Honey	Library
Resource Cart	

BETH EL SPIRITUALITY PORTFOLIO

AVODAH - עבודָה

Portfolio Charge: Maximize congregational access to spiritual dimensions of Judaism (e.g. prayer, services, ritual, meditation, music, home practices, work practices etc.)

Strategic Goals:

- Enhance and explore new and innovative spiritual offerings that provide options across all ages while preserving tradition
- Build community & meet individual needs through all spiritual offerings

Accountability:

Committee and leadership will evaluate & prioritize programming, review portfolio budget and make recommendations to the board, guided by Beth El's Mission and Vision Statements, Portfolio Charge and Strategic Goals.

Officer: Vice President for Spirituality (to be established)

Lead Professional: Member of Clergy to be determined

Committee: Spirituality (currently called: Shabbat, Holidays & Spirituality)

Programs Covered

Services

Life Cycle (bris, baby naming, b'nai mitzvah service, wedding, funeral)

Holidays

Honors

Torah Reading

Synaplex

Layl Tikun

Ritual

Music

Meditation

Sacred Chanting

Choir

Duchaning

Bayit Skills (blessings at home)

Tiny Treasures

Purim Extravaganza

BETH EL ACTS OF KINDNESS PORTFOLIO

GEMILAT HESED - גְּמִילַת חֶסֶד

Portfolio Charge: Ensure that acts of loving kindness are provided to Beth El members in need of comfort/care and to the outside world.

Strategic Goals:

- Plan resources (staff, volunteer, finance, program) for increased member needs for healing/comfort & pastoral care
- Actively reach out to members in need (young and old)
- Increase member engagement in Yad V' lev & Tikun Olam opportunities

Accountability:

Committee and leadership will evaluate & prioritize programming, review portfolio budget and make recommendations to the board, guided by Beth El's Mission and Vision Statements, Portfolio Charge and Strategic Goals.

Officer: Vice President for Gemilat Hesid/Acts of Kindness (to be established)

Lead Professional: Member of Clergy to be determined & Congregational Nurse

Committee: Gemilat Hesid (to be established)

Subcommittees:

Yad b' Lev – Caring for members

Tikun Olam – Caring for outside world (to be established)

Programs Covered

Yad V' lev

Visiting the Sick

Cards

Nursing Home Visits

Comforting the Mourner/Shiva

Shul Chauffeurs

Blood and Bone Marrow Drives

Delivering Holiday Baskets/Nosh Boxes

Hospital Visits

Yahrzeit

Tikkun Olam

Feeding the Hungry

Loaves & Fishes

Ronald McDonald House

Affordable Housing

Jewish Coalition for Literacy

Tzedakah Centerpieces

Political Action

Holiday Serving

Mazon

STEP

Clothing Drive

Mitzvah Crib

JCA/Social Action

BETH EL VOLUNTEERISM PORTFOLIO

HITNADVOOT - הַתְּנַדְבוּת

Portfolio Charge: Maximize volunteerism and develop leadership across all portfolios at Beth El.
Charge includes: Identify & publicize volunteer opportunities, then identify, place, train, recognize and thank volunteers.

Strategic Goals:

- Cultivate volunteerism as a way of life at Beth El
- Create an infrastructure that includes communication, placement, training, recognition and thanks

Accountability:

Committee and leadership will evaluate & prioritize programming, review portfolio budget and make recommendations to the board, guided by Beth El's Mission and Vision Statements, Portfolio Charge and Strategic Goals.

Officers: Vice President for Volunteerism
Lead Professional: Executive Director
Committee: Volunteer Engagement and Leadership Development (to be established)
Subcommittee:
Nominating committee

Programs Covered

Everywhere volunteers are engaged e.g.:
Board (Nominating Committee)
USY
Yad V' Lev
Tikun Olam
Etc...

BETH EL ADMINISTRATION PORTFOLIO

MINHALAH - מְנַהֵלָה

Portfolio Charge: Ensure the excellence of customer service and Beth El's finances, communications and physical plant.

Strategic Goals:

- Maintain balanced budget
- Improve office operations and customer service
- Enhance two-way ongoing communication between congregation and leadership

Accountability:

Committee and leadership will evaluate & prioritize programming, review portfolio budget and overall synagogue budget and make recommendations to the board, guided by Beth El's Mission and Vision Statements, Portfolio Charge and Strategic Goals.

Officers: Executive Vice President/President Elect & Treasurer

Lead Professional: Executive Director

Committee: Administration (to be established)

Subcommittees:

Operations: (Executive Vice President)
 Office Operations (to be established)
 Communications
 Building & Grounds
 Catering
 Human Resources (professionals)
 Cemetery
 Budget: (Treasurer)
 Budget
 Dues
 Fundraising
 Investment

Programs Covered

Dues	Investment
Billing	Cemetery
Fundraising/Speaker's Series	Building/Grounds/Gardening
Maintenance	Decorating
Office	Catering
Communications/Internet	Development/Endowment
Legal	Accessibility
United Synagogue	Internet
Shofar	Hakol

BOARD OF DIRECTORS
מוֹעֲצַת הַמְּנַהֲלִים - MOETZET HAMNAHALEEM

PRESIDENT/OFFICERS

- Ensure that the following are properly in place for each portfolio

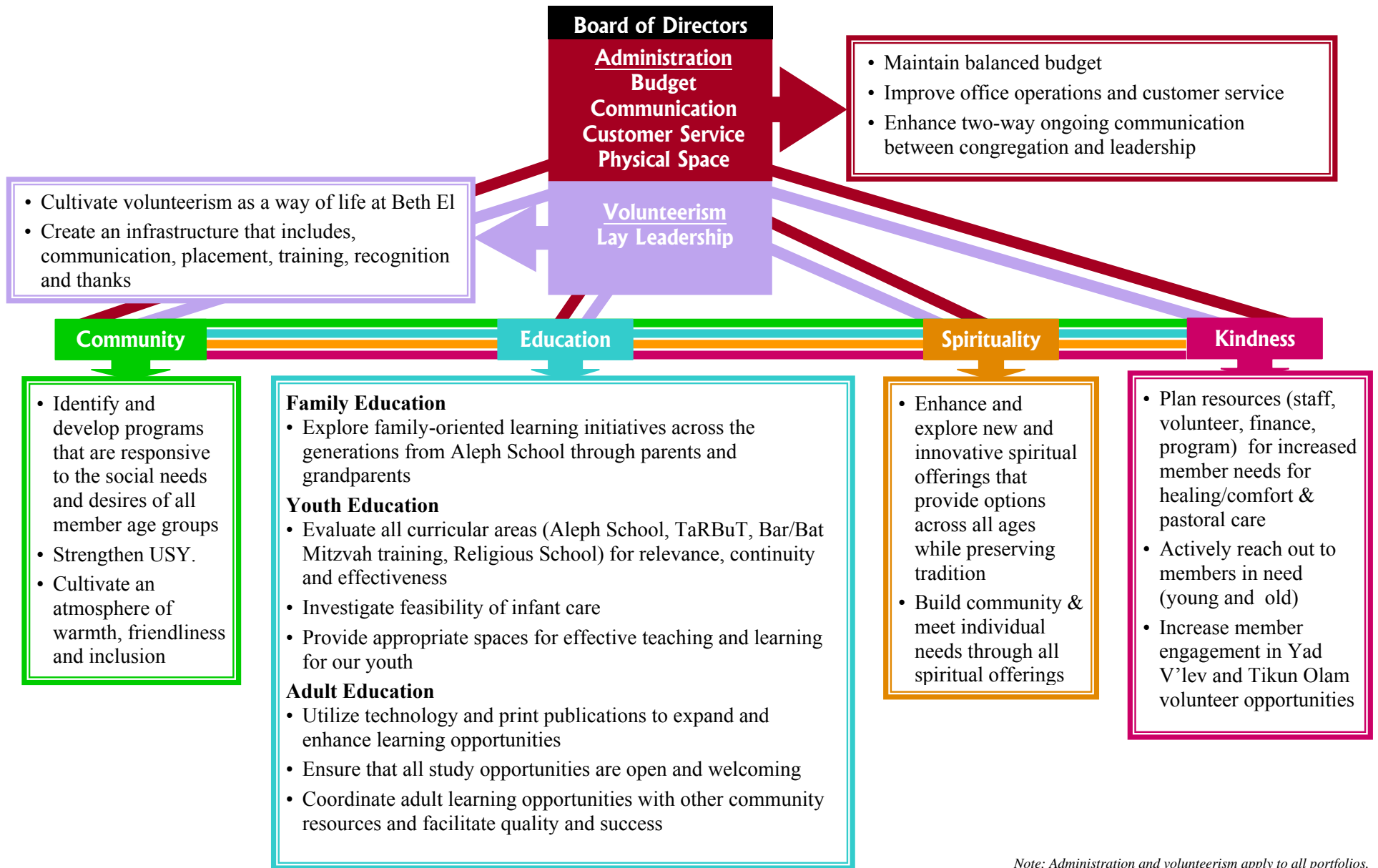
Professional Leadership & Lay Leadership
Customer Service
Communication
Budget
Evaluation (Charge of VP for Strategic Planning)
Physical Space

EXECUTIVE BOARD & BOARD OF DIRECTORS

- Ensure that all portfolios follow and accomplish

Beth El Mission
Beth El Vision
Portfolio Charge
Strategic Goals
Fiscally Responsible Practices

Strategic Map with all Strategic Goals listed



Note: Administration and volunteerism apply to all portfolios.