

# Temple Israel

# STRATEGIC PLAN

2011 - 2015

*To be a Jew means to favor progress without disregarding the old.*

*The inner life-force of Judaism has always consisted in building further on existing foundations.*

*– Karpeles*

## STRATEGIC VISION

For more than 130 years, Temple Israel has provided a sacred connection to the deep well of Judaism. In order to carry on this tradition and embody the aspirations of twenty-first century Jews, Temple Israel will continue to be an inclusive, innovative and imaginative community. Temple Israel is a sanctuary, a spiritual home where the depth of Jewish tradition and the meaning of Jewish values is alive, a community where we celebrate and mourn together, where we experience today's Judaism, where we look forward to a Jewish future together.

With over 1,900 member families in 2005, the Temple community is on track to exceed 2,000 member families by 2015. While many Temple members are aging, we are experiencing a shift in our demographics with younger members joining our community. In 2011, more than half of Temple members are under 50 years of age, and 60 new members between the ages of 20-29 joined Temple in just the last three years.

How we approach the essential aspects of Jewish life from a leadership position makes Temple Israel unique. We sustain a revered community institution devoted to worship, learning, community building, and social responsibility. We are engaging the next generation and looking through a more holistic lens that helps us see where the diverse modern Jewish community stands on important issues within Judaism. Temple attracts Jews to be involved in the vibrancy and welfare of the city, is a leader in interfaith dialogue, and often the Jewish voice called to speak on civic issues and world affairs.

Temple Israel's attraction and future vision are reflected in the highest caliber senior rabbi, lay leadership, and clergy and staff team who reach out, lead, connect and support people of all ages. Congregants and their families turn to Temple Israel in times of personal need, for Jewish wisdom, and to celebrate and solemnize life's most significant events. Congregants and their families are also turning to Temple in increasing numbers for dynamic and evolving worship including Nefesh, First Fridays, Tot Shabbat, Purim After Dark and High Holy Day services in the round.

Temple has the unique capacity to provide a meaningful connection to Judaism over the course of an entire lifespan and in a variety of essential Jewish settings. Temple Israel's historic Emerson Avenue campus is a prominent Jewish presence in the heart of urban Minneapolis and serves as an innovative center of inclusive Jewish learning for every age and at every stage of life. As we move forward, Temple will continue to offer youth education programs and explore the possibility of other gatherings at additional Twin Cities' locations that are convenient and attractive to our members. Camp TEKO will continue to be an integral component of Temple Israel. Its usage will increase as a congregational and community camp in a nature setting and for youth leadership development. The Temple Israel Memorial Park will be maintained in perpetuity as befits the memory of our loved ones.

*Continued on next page*

# STRATEGIC VISION

*continued*

Temple will adopt a new model for congregational engagement to continually attract more contributors and leaders to short- and long-term projects and initiatives, based on evolving interests, talents and available time. Engagement opportunities may include green architectural planning, Jewish education “think tanks,” creating lifecycle guides, and Beineinu: being present in one another’s lives through congregant-to-congregant volunteer visits and assistance in times of joy and times of stress.

To sustain Temple and realize our vision, we must develop a culture of philanthropy to inspire, teach and celebrate all forms and all levels of giving to Temple and to our Jewish future. To accomplish this goal, we must implement a comprehensive, ongoing educational process that reinforces principal Jewish values of philanthropy and that creates understanding of Temple’s finances, future needs and causes in the Jewish and greater community.

• • •

In April of 2009, a Strategic Planning Task Force comprised of 20 lay leaders, congregants, clergy and senior staff was convened. During the following 18 months, more than 1600 members and community leaders provided input into Temple Israel strategic planning through study group participation, interviews, surveys, focus groups and town hall forums, all of which led to this vision and plan.

This process has served to confirm that the identity and leadership of Temple Israel remains vital and compelling. And we have confirmed that Temple’s education building, worship spaces, kitchen and social halls are no longer serving our congregation’s needs. The strategic plan reflects the congregation’s desire for a renovated or rebuilt school wing;

new communications technologies; a flexible, mid-sized worship space; social halls situated above-ground, and a completely updated catering and community kitchen. Additionally, a Properties Condition Audit completed by Miller Dunwiddie in November of 2010 has confirmed the immediate need for specific building and property improvements and safety upgrades.

Temple Israel has evolved into a premier twenty-first century nonprofit organization, and our congregants expect us to operate as such. Temple’s governance and management will be reviewed and refined to meet the goals and objectives of the strategic plan. We will adapt and enhance our leadership development programs, and implement 3-year budgeting and operating plans that integrate Temple-wide priorities. Temple will modernize the technology infrastructure and membership and financial databases; formalize data collection, evaluation and reporting systems; assure audit controls; and ensure up-to-date security and disaster plans.

Following the development of an implementation plan and a feasibility study, we will conduct a capital and endowment campaign to: conserve, expand and renew the Emerson campus, make improvements to Camp TEK0, and maintain the Temple Israel Memorial Park; and to endow core Temple operations and assure scholarships for full participation in Temple life, regardless of financial circumstances.

As it has for nearly two millennia, the synagogue will evolve as a central Jewish institution in the twenty-first century. For Temple Israel to remain relevant, we must monitor trends and consider changes that occur around us. We must shape the future while at the same time holding fast to the foundation of Jewish values that support and fulfill our vision.

*Judaism, which served us so well in the past, will serve us equally well in the future.  
It will promote the cause of truth, the cause of progress, and of the modern spirit.*

*– Karpeles*



# STRATEGIC GOALS AND ACTION STEPS

## 1 Create worship experiences that engage the community in deep connections with God, one another and the gifts of Jewish tradition.

- A. Continue to explore traditional and innovative ritual; create holiday and Shabbat worship experiences geared to the wide range of congregant groups and interests, such as Tot Shabbat, Purim After Dark, Nefesh, First Fridays, High Holy Days in the Round, and many others.
- B. Instill an atmosphere of “radical hospitality” – going over and above to create a welcoming, warm and inclusive culture at all times for all Temple members and guests.
  - 1) Provide support and barrier-free encouragement to participate in Temple and Jewish life.
  - 2) Increase the numbers and types of roles that congregants play in worship experiences.



- C. Increase Shabbat observance and participation throughout the congregation by connecting individuals and families in neighborhoods and through special Shabbat events at the Emerson campus, Camp TEKO and other community locations.
- D. Continue to experiment and integrate more forms of music into worship to create the most spiritually moving and participatory experiences.
- E. Fully utilize Temple Israel’s spaces that are most conducive to worship: the historic main sanctuary, chapel, library, Camp TEKO, the Temple Israel Memorial Park and an envisioned new mid-sized worship space on the Emerson campus.



## 2 Continually develop a sacred community with opportunities to connect, create and contribute.

- A. Continue to touch one another’s lives through Beineinu visits and assistance by congregant volunteers during times of sickness or stress and in times of celebration; maintain Temple’s congregational nurse who serves as a resource and advocate for congregants and their families.
- B. Adopt a new model for congregational engagement.
  - 1) Convene Board-approved advisory, study, planning and programmatic task forces that involve congregants as leaders and contributors on short and long-term projects and initiatives.
  - 2) Invite individual congregants, families and groups to participate as one-time or longer-term volunteers, to contribute ideas, and to lead initiatives that align with Temple’s mission and goals.
  - 3) Adapt Temple’s successful lay Leadership Development Program to support the new model for engagement.
- C. Evaluate and enhance Temple’s process for welcoming, orienting and including all members.
- D. Continue to enhance Temple’s accessibility for children and adults with special needs.
- E. Develop additional materials and opportunities for members of interfaith families to feel at-home at Temple Israel and in Jewish life.
- F. Continue to build engagement of Temple’s 20s – 30s group.
- G. Enhance opportunities for community gatherings and celebrations at Emerson campus with an envisioned new multi-use events space above ground level and Temple community kitchen.
- H. Engage online communities in Temple Israel worship, life cycle, holiday observance, learning and community events.
- I. Create ongoing communications and opportunities for “alumni” of Temple Israel to remain connected and informed.

# TEMPLE ISRAEL 2011 - 2015

## 3 Ensure that Temple's Senior Rabbi and clergy team are there for congregants in times of personal need and to celebrate and solemnize lifecycle events.

- A. Continue to refine priority expectations and to build the highest caliber clergy and staff team able to reach out, lead, connect and support congregants.
  - 1) Conduct an assessment of clergy and staff capacities and implement realignments or possible additions to meet the strategic plan, including clergy and staff roles in the greater community.



- B. Reflect on best practices, update Temple's approaches, and write new Lifecycle Guides that help congregants, clergy and staff to plan and experience deeply meaningful lifecycle moments and events.
- C. Provide professional enrichment, study, and personal time for clergy and staff to develop skills, gain fresh perspectives, and maintain health and well-being.
- D. Conduct periodic reviews to assure emergency and long-view succession plans are up-to-date.

## 4 Be an innovative center of inclusive Jewish learning for every age and at every stage of life.

- A. Adopt organization-wide practices that incorporate Jewish learning into all facets of Temple programming, communications, operations, and facilities.
  - 1) Assess Temple's overall education staffing and make adjustments to meet the objectives of the strategic plan.
  - 2) Renovate or replace the religious school/Early Childhood Center wing at the Emerson campus.



- B. Every two years, convene a short-term Temple Israel Education "Think Tank" to examine goals for Temple-wide lifespan Jewish learning activities, including major changes, additions, enhancements, and phasing out of programs. At each two-year interval:
  - 1) Review and refine Temple's philosophy of lifespan Jewish learning.
  - 2) Study best practices and innovations in childhood, youth and adult Jewish education, including deep connections with Israel.
  - 3) Assure accessibility of Temple learning opportunities for people with special needs.
  - 4) Conduct a high-level review of Temple's overall Jewish learning initiatives and programs.
  - 5) Recommend Temple-wide goals that ensure all age cohorts and stages of life are included and addressed.
- C. Conserve, curate and make full educational use of Temple's collections: art, sacred objects, library and historic archives.
- D. Assure that Temple's ECC offers a consistently outstanding Jewish Early Childhood Education experience to Temple members and the greater community.
  - 1) Convene an ECC advisory group with parents, Temple members with expertise in the field and community experts.
  - 2) Make initial recommendations to update Jewish content, reinvigorate all dimensions of Temple's ECC, and set an ongoing cycle for evaluation and future planning.



- E. Create a new Temple Israel K-6 religious and Hebrew education model that builds on existing strengths and integrates community building, Jewish literacy and Jewish living through age-level student and family learning experiences.
  - 1) Continue to utilize the Emerson campus, Camp TEKO, Temple Israel Memorial Park, "Western Campus" and possible new locations.
  - 2) Explore use of new communications technologies that can include students regardless of geographic location.



# STRATEGIC GOALS AND ACTION STEPS

- 3) Provide a range of new Religious and Hebrew School choices for students and parents. Alternative tracks and combinations may include:
  - a) Weekly classes similar to today.
  - b) Student/family learning retreats – monthly over the course of the school-year.
  - c) Summer “intensives” at Camp TEKO.
  - d) School-year “intensives” at Temple, Camp TEKO or other locations.
  - e) Local experiential components and travel in the US, Israel, and the global Jewish world.

F. Enhance the existing 7th-8th grade social justice/social action model and extend the approach to prepare younger students for an exciting transition, and continue elements forward into the high school years.



- G. Re-invent 9th-12th grade education.
  - 1) Convene a Task Force with parents, students and Temple and community experts to recommend innovations to the total Jewish learning experience from 9th grade through high school graduation.
  - 2) Continue participation in a Jewish Education Collaborative exploring community-wide education options for 9th-12th grade Jewish teens.



- H. Continue a vibrant Jewish camping program for Temple members and the greater Jewish community at Camp TEKO.
  - 1) Strengthen/expand existing programming: boating and swimming, drama, dance, ceramics, general arts & crafts.
  - 2) Expand youth and young adult leadership development programming, including counselor-in-training and employment opportunities.
  - 3) Consider integration of sustainability as a core practice and theme across all TEKO programs and operations, including a possible Temple Cooking Garden.

- 4) Determine interests and, as feasible, implement additional Temple and community programming, classes and retreats.

- I. Offer core Jewish education experiences for adults and continually identify emerging interests and topics.
  - 1) Provide collaborative learning programs with Jewish and greater community partners.
  - 2) Experiment with new formats and approaches for the varied ages and stages of adult life.

## 5 Enhance Temple Israel's leadership in putting Jewish values into action in the world.

- A. Sustain Temple's traditional roles as a collaborative member of the Jewish community, a caring neighbor, strong Jewish voice at the heart of interfaith dialogue, an advocate for Israel, and as a recognized civic leader.
- B. Be at the forefront in environmental sustainability by integrating this core value and its practice across all Temple Israel facilities, programming, education, planning, and operations.
- C. Renew Temple's social justice/social action programs and initiatives.
  - 1) Examine innovative practices and identify opportunities to integrate social justice within worship, text study and congregation-wide Jewish learning programs and initiatives.
  - 2) Identify and assess all current social justice/social action programs, activities and partnerships; recommend what to maintain, strengthen, or phase out.
  - 3) Recommend a new overall Temple Israel model for social justice/social action planning and evaluation.
  - 4) Recommend potential new pilot programs and activities.
  - 5) Develop criteria and a decision-making process for when to:
    - a) Take action on social welfare and social justice issues or projects that arise
    - b) Participate and take leadership roles in collaborations with the Jewish and greater community
    - c) Take action on issues or projects alone
- D. Serve as a meeting place and a host to Jewish and broader community organizations and events utilizing facilities at Emerson campus and Camp TEKO.



# TEMPLE ISRAEL 2011 - 2015

## 6 Renew Temple Israel facilities to meet twenty-first century needs.

### 2324 Emerson Avenue Campus

- A. Conserve Temple Israel's historic Emerson facility and invest in essential maintenance, campus upgrades and expansion.
  - 1) Maintain Temple's 1928 structure as an enduring urban Jewish presence on the Hennepin Avenue thoroughfare.
    - a) Continue to conserve Temple's main sanctuary\*, a community treasure.
    - b) Perform ongoing structural maintenance and vital upgrades as needed.
  - 2) Identify options for the most effective utilization of existing spaces.
  - 3) Gain broad congregational input to architectural designs and, as determined feasible:
    - a) Renovate or replace the religious school/Early Childhood Center wing; include state-of-the-art multi-use classrooms and welcoming community spaces.
    - b) Add a flexible mid-sized worship space and a multi-use events space above ground level.
    - c) Create a renovated or replaced Temple Community Kitchen for catering, classes and use by congregant groups.
  - 4) Address needs for parking, storage, and staging areas.
  - 5) Assess whether Temple's 2200 Emerson block properties should be retained as strategic investments, converted for active Temple use, or divested; consider acquisition of remaining Emerson block properties.

\*The sanctuary is **not** designated as an historic site

### Community Locations

- B. Continue to identify and meet congregants' needs and interests for community-based Temple programs, e.g. Religious/Hebrew School classes, Downtown Adult Learning Study Group, zip code area Shabbat dinners.



### Camp TEK0

- C. Retain Camp TEK0 as an integral component of Temple Israel and increase its attractiveness and usage as a congregational and community asset.
  - 1) Given it's unique setting in protected Lake Minnetonka areas, consider Camp TEK0 a permanent asset to be regularly maintained and upgraded as necessary.
  - 2) Gain congregational and community input and, as determined feasible, expand the waterfront area for increased accessibility and use, renovate cabins, and consider other enhancements that support a successful camping program.



### Temple Israel Memorial Park

- D. Ensure Temple Israel Memorial Park is maintained and will meet generational needs in perpetuity.
  - 1) Perform ongoing maintenance and vital upgrades to the markers, grounds, chapel and general infrastructure.
  - 2) Gain input from congregants and experts and, as determined feasible:
    - a) Construct an addition to the chapel\* in the same character as the existing building.
    - b) Construct a new maintenance building.
  - 3) Develop a plan to meet long range burial needs.

\*The Memorial Park chapel is listed on the Minneapolis Registry of Historic Sites



# STRATEGIC GOALS AND ACTION STEPS



## 7 Develop a culture of philanthropy to inspire, teach, recognize and celebrate all forms and all levels of giving to Temple and to our Jewish future.

- A. Implement a comprehensive ongoing educational process that reinforces principal Jewish values of philanthropy and repairing the world.
- B. Develop, implement and evaluate multi-year congregational fund development plans.
  - 1) Examine current and emerging models for synagogue fund development including congregational fundraising and endowments as well as seeking grants from local and national philanthropic sources.
  - 2) Identify the range of “cases for support” in light of Temple’s vision and strategic goals and objectives.
  - 3) Identify and assess current fund development programs and activities; recommend what to maintain, strengthen, phase out or add.
  - 4) Create understanding of Temple’s finances and goals as well as philanthropic causes in the Jewish and greater community.
  - 5) Integrate best practices in fund development and donor stewardship Temple-wide; expand lay leadership roles, maintain senior rabbinic involvement, increase staff, and upgrade data and communications systems.
- C. Reinvigorate the Temple Israel Foundation and launch a sustained and significant endowment drive to:
  - 1) Conserve Temple Israel’s landmark 2324 Emerson facility, Temple Israel Memorial Park, and Camp TEKO.
  - 2) Assure scholarships for full participation in Temple regardless of financial circumstance.
  - 3) Secure the core operation into the year 2035 and beyond.
- D. Complete a feasibility study to ascertain the potential for raising capital funds, set the resulting goal, and conduct a capital campaign to address Temple’s essential maintenance, upgrades and envisioned new facilities at the Emerson Campus, Camp TEKO, and Temple Israel Memorial Park.

## 8 Achieve highly effective synagogue governance, management, and systems in order to sustain the mission and realize Temple’s vision and goals.

- A. Implement 3-year budgeting and annual operating plans that integrate Temple-wide priorities and action steps.
  - 1) Coordinate annual planning and create stronger links across all of Temple’s activities including the initiatives and programs of Sisterhood, Men’s Club, New Horizons, and TIPTY.
- B. Fully modernize Temple’s membership and financial databases and communications capacities.
  - 1) Enable accurate and easily-updated congregant and financial information.
  - 2) Assure clergy and staff can quickly provide support to entire families in times of celebration and of stress.
  - 3) Maintain Yahrzeit, cemetery records, and other vital cross-generational information.
  - 4) Enable segmented and congregation-wide print and electronic communications.
  - 5) Assist congregants in making connections with one another in their neighborhoods and through their social networks.



- C. Recruit and retain the highest caliber clergy and staff team.
  - 1) Assess Temple’s clergy and staff capacities and structure in light of Temple’s vision, strategic goals and objectives.
  - 2) Determine and move toward the optimal clergy and staff capacities and structure to meet the strategic plan.
  - 3) Identify priorities for added clergy, staff, intern and volunteer capacities to meet the strategic plan.
  - 4) Conduct periodic reviews to assure succession plans and human resources policies and practices are comprehensive and up-to-date.

*Continued on next page*



# STRATEGIC GOALS AND ACTION STEPS

8

**Achieve highly effective synagogue governance, management, and systems in order to sustain the mission and realize Temple's vision and goals.**



- D. Assure Temple's Board of Directors is strategic, high-functioning, and effective.
  - 1) Assess the successes and areas of improvement in Temple's governance.
  - 2) In accordance with best practices, retain a small number of standing board committees.
  - 3) On an ongoing basis, convene and phase out advisory, study, planning, and programmatic task forces.
  - 4) Create board development plans that address board roles, structure and functioning, self-assessment, effectiveness and leadership succession.
  - 5) Assure clear delineation of responsibilities and effective linkage with the Temple Israel Foundation Board.
- E. Integrate new disciplines to operationalize the strategic plan and monitor progress and achievement.
- F. Continually scan, study and discuss trends and developments in US and global Jewish life in order to identify new challenges and opportunities, and update Temple's strategic plan annually.
- G. Conduct periodic assessments to assure Temple's security systems, risk management, and disaster plans are comprehensive and up-to-date.
- H. Assure that audit controls, financial management, record-keeping, billing, payments, and acknowledgements meet highest level national standards for nonprofit performance and accountability.
- I. Conduct best practices research, evaluate Temple's structures for dues and fees, and implement recommendations as determined.
- J. Formalize Temple's systems for gathering, analyzing and reporting data.
  - 1) Long-term congregational trends: demographics, participation, financials.
  - 2) Ongoing evaluation and appraisal of programs and activities.

Strategic Goal #2: Continually develop a sacred **community** with **opportunities** to **connect, create** and **contribute...**

Strategic planning at Temple Israel succeeded because so many of you participated. Our community was re-invigorated through the process.

**Come hear the results of the strategic planning initiative and what it will mean for our congregation moving forward.**

**Join our clergy at Temple Israel on either of the following dates:**

- **Wednesday, May 4, 6:30 - 8:00 p.m.**
- **Sunday, May 22, 9:30 - 11:00 a.m.**

Please RSVP to Michael Satterberg at 612-374-0324 or [msatterberg@templeisrael.com](mailto:msatterberg@templeisrael.com), or feel free to just show up.