



Since its founding more than a century ago, the Rabbinical Assembly has served as the professional association for the Conservative/Masorti movement's rabbis, helping each new generation gain the connections and knowledge needed for meaningful service. Our RA's strategic plan seeks to uphold the vital contributions of our predecessors while building an organization more attuned to the demands of today. Our RA embraces the diversity of Conservative/Masorti rabbis' work and life situations, encourages members to take a larger part in directing our RA's activities, and magnifies our impact in the wider world by collaborating with other institutions.

This plan results from the work of our Vision Team, which engaged over 900 rabbis to develop a collective vision for the future of our RA. After intensive dialogue and immersion, our 50-member Vision Team, taking into account the multiplicity of voices and members' intentions, created 10 Bold Statements of Strategic Intent to express the strategic direction of our RA moving into its future.

Since its founding more than a century ago,

OUR RA has grouped the 10 bold statements under 3 headings:

- 1 SUPPORTING AND STRENGTHENING RABBIS**
- 2 BEING A FORCE FOR CIVILITY, PLURALISM AND GOOD IN ISRAEL AND THE WORLD**
- 3 CO-CREATING A MODEL TWENTY-FIRST CENTURY ORGANIZATION**



- OUR HEVRUTA
- OUR CAREERS
- OUR STRENGTH
- OUR TORAH
- OUR INNOVATION
- OUR TRUTHS
- OUR ISRAEL
- OUR MEMBERSHIP
- OUR PARTNERSHIP
- OUR SUSTAINABILITY

10 BOLD STATEMENTS OF STRATEGIC INTENT

1 SUPPORTING AND STRENGTHENING RABBIS (CONT.)



OUR CAREERS לעילא וליעלא - CAREER DEVELOPMENT

Recognizing the uniqueness and sanctity of multiple expressions of one's rabbinate, our RA looks after the career advancement of Conservative/Masorti rabbis around the globe in all fields throughout their lifetime. Our RA takes the lead through advocacy, relationship building and career training to identify and expand opportunities for rabbis in all fields. Our RA provides individual and group opportunities for mentorship, coaching, skill development and career planning in order to help rabbis maximize their potential for professional success, satisfaction and career advancement. Our RA challenges its members to approach their career development with reflection, feedback and honest communication.

- Create a Rabbinic Career Development Commission to focus on supporting the diversity of rabbinic careers in all fields.
- Construct mechanisms for compassionate career coaching in hevrutot and small groups, focusing on first hiring, promotion, job change, retirement and entrepreneurship.
- Create a Rabbinic Career Resource Center to focus on professional development, career planning, and transition support.
- Build an easy-to-use online system that offers global access to jobs and career development resources relevant from rabbinical school through retirement.



OUR STRENGTH

Recognizing the unique nature of the rabbi's role in carrying the emotional and spiritual weight of others and the rabbi's challenges of experiencing personal life as a public figure, our RA is dedicated to creating a web of interpersonal relationships among its members, fostering a sense that each of us is responsible for the other. From a caring pastoral perspective, our RA supports rabbis through day-to-day stress and through major transitions and crises so that each rabbi feels supported, valued and validated. Our RA extends its support to all our members, as well as their families in times of need.

- Develop systems to identify and provide extra support to rabbis in transition and crisis.
- Create sacred spaces for rabbis to connect, explore and disagree with one another globally, regionally and by interest areas—in person and online.
- Provide relevant spiritual, professional and leadership development for rabbis.



OUR TORAH תורה אור - TORAH ENLIGHTENS THE WORLD

Our RA fosters a culture of Torah study that nourishes its members spiritually and intellectually. We focus the light of Torah through all that we do. We actively motivate members and engage in regular Torah study, create learning opportunities through partnerships, and share Torah content we create and content created by our colleagues. Our RA derives its collective strength and its authority from the Torah study of our members.

- Continue to publish Torah and associated web-based resources, programming and guidance.
- Crowdsourcing and curate relevant Torah by and for RA Rabbis to use within our communities.
- Create Torah study spaces that reflect our RA's approach to God, Torah and Mitzvot. Offer mini-retreats and other Torah study spaces—in person and online—for all rabbinic populations globally.



OUR INNOVATION

Our RA celebrates, embraces and encourages innovation. In the 21st Century, our Torah will be learned and lived through the efforts of our rabbis in a variety of settings, inside and outside of existing Conservative Movement institutions, in every part of the world. Therefore, our focus is both on stimulating new, entrepreneurial models of Jewish community and experience, as well as encouraging those colleagues engaged in the renewal and rethinking of existing institutions.

- Highlight models of innovative and effective practices of RA members.

2 BEING A FORCE FOR CIVILITY, PLURALISM AND GOOD IN ISRAEL AND THE WORLD

BIG IDEA: *Recognizing the leadership opportunities for our rabbis in an increasingly polarized public discourse on Israel and other issues of crucial importance, the Vision Team charged our RA with fostering a climate of civility and pluralism. We will share our unique approaches to inyana d'yoma through our multiple understandings of Torah and work together to ensure authentic options for Jewish life in Israel and ties for Jews around the world to the Jewish state.*

OUR TRUTHS דובר אמת - SPEAKING TRUTH

Our RA has a sacred responsibility to the Jewish people and the world to bring our rabbinic voice to the pressing public conversations of our time. Our Torah seeks to make a difference in how issues are understood. We take responsibility for raising the level of civil discourse in our communities while empowering rabbis to take a vocal stance.

- Create a "Divrei Emet" area on the RA website, allowing members to share diverse points of view, and helping other RA members to find their own voice.
- Shift how we write public statements to reflect more voices by involving all elected RA officials in voting on the statements we make, asking RA members who have particular expertise in areas to craft our statements, and encouraging all arms of the movement to draft movement-wide statements.
- Encourage the submission of resolutions throughout the year to the Resolutions Committee, which our RA created to be a mindfully diverse reflection of the organization's breadth.
- Provide training for RA members to fine-tune their writing and speaking on issues that are *inyana d'yoma*.



OUR ISRAEL עין לציון - AN EYE TOWARD ZION: ISRAEL

Our RA is committed and dedicated to Zionism, the state of Israel and Masorti Judaism as a means for strengthening a democratic and pluralistic Israeli society. We promote respectful, thoughtful and honest dialogue regarding the complexities of Israel's social and political realities.

- Foster a love of Israel and promote productive dialogue about the Jewish state among our members and their constituents, so strengthening Conservative/Masorti Judaism around the world.
- Create connections between our members in Israel and abroad, providing platforms and immersive experiences for enriching ties and deepening understanding of Jewish life in Israel and around the world.
- Assist the growth of Masorti Judaism in Israel and advocate to secure political support for the movement and religious pluralism in Israel and the recognition by Israel of pluralistic Judaism abroad.
- Continue to act as a major catalyst in the political arena of religious pluralism in Israel, in national and international forums.

3 CO-CREATING A MODEL TWENTY-FIRST CENTURY ORGANIZATION

BIG IDEA: *Our Vision Team articulated a new vision of our RA, built on creating a truly global network of leaders, volunteers and staff jointly engaged in cooperative work and mutual support with a culture driven by transparency, empowerment of members, derekh erez, openness and respect. Our RA seeks opportunities for partnership with other organizations and actively builds financial sustainability through philanthropy and resource development.*



OUR MEMBERSHIP ברית - MEMBERSHIP AS ברית

Our RA exists as a result of the covenantal relationship among our members. Success requires our members to take initiative, commit to being involved and to collaborate to determine the agenda of our RA. We have mutual obligations to one another that include acting with *derekh erez* and *hesed*. We are transparent and...

The hope is that as you read these statements and summary, you will hear your aspirations for our RA echoed in the document and be motivated to engage in the realization of this vision that we have created together.

1 SUPPORTING AND STRENGTHENING RABBIS

BIG IDEA: *Our RA provides a wide variety of opportunities for colleagues to support one another in all aspects of our lives, offering a strong network of support for rabbis across all existing streams of rabbinic work, while supporting the creation of new ones. This also includes sustained opportunities for enrichment through Torah study. We are moving from an organization that focused on providing services to one focused instead on being conveners of rabbis and supporting them.*



OUR HEVRUTA

Our RA recognizes that diversity is our strength that we foster through connection. We create intimate common interest and affinity groups that connect our membership to strengthen us individually and as a whole. We foster a culture of care, concern and mutual respect. In doing so, our RA becomes a whole greater than the sum of its parts.

- Support and grow affinity groups and vibrant clusters and regions through the Commission for a Vital and Connected Rabbinate.
- Use community organizing techniques and networking to connect rabbis to one another and empower them to take collective action around shared purposes and interests.
- Create sustainable global structure to support the regional differences and needs in Israel, North America, South America, Europe and smaller population centers around the world.

3 CO-CREATING A MODEL TWENTY-FIRST CENTURY ORGANIZATION (CONT.)



OUR MEMBERSHIP (CONT.)

communicate information to achieve our mutual goals. Our professionals are our partners and facilitators who connect and support us in our work.

- Co-create membership *Brit* through intentional conversations among our RA.
- Take intentional measures to create a culture of *derekh erez* and *hesed*.
- Explore how our RA can serve as a model for innovation supporting and cultivating entrepreneurial thinking, risk-taking and renewal of legacy institutions.
- Embody our values of transparency and risk-taking by openly communicating about our shifts, our challenges and our accomplishments as Jewish change-makers.
- Reorganize the roles and responsibilities of professional and lay leadership to support a relational and networked organization.



OUR PARTNERSHIP

Our RA collaborates, cooperates and co-creates with the Conservative Movement and other organizations to maximize the capacity of our RA to support our members and the work they do.

- Develop expanded and deeper partnerships with other organizations of the Conservative Movement.
- Explore partnerships with other organizations that share our members' goals to enrich our work and professional growth.



OUR SUSTAINABILITY קמח ותורה - SUSTENANCE IN TORAH

Our RA cultivates an environment of philanthropy in order to advance our mission and to realize our vision. Members and professionals partner to actively secure the financial sustainability and growth of the RA's capacity to support the creative work of its rabbis around the world.

- Bring new transparency to the organization's finances by annually publishing a year-end budget report.
- Determine a sustainable financial model.
- Incorporate new fundraising strategies and revenue sources.