



JEWISH  
STUDIO  
PROJECT

# EMERGING ANEW

Strategic Plan

2022-2024

# WELCOME LETTER

Welcome to the next chapter of Jewish Studio Project (JSP). We are so excited to invite you into this new phase of our work and hope you will be inspired to connect your creative power with ours in pursuit of Jewish learning, spiritual connection and social transformation.

In 2021, JSP dove deep into a strategic planning process, “*Immersing to Emerge Anew*”, to develop a strategic framework and plan for JSP’s growth over the next three years. We are grateful to the many people who gave their time, energy and wisdom so generously in support of this process.

Our strategic plan, *Emerging Anew*, is bold, inspiring and achievable. It builds upon the powerful work JSP has begun over the past seven years and stretches the organization to make significant shifts in structure, programming and investments to achieve its ambitious impact goals.

We hope that you are energized to join us—cultivating creativity together as a force for positive social change.

Your Partners in Creativity,



**Seth Linden**

*Current JSP Board Chair*



**Rabbi Becky Silverstein**

*Immediate Past JSP Board Chair*



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# EXECUTIVE SUMMARY

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Cultivating creativity is a core competency for navigating the challenges and harnessing the potential of our time. Creativity is the wellspring of our deepest power and among the best resources we have for exploring, adapting, and bringing forth new ways to thrive in our ever-changing world. **Creativity is inherent within all of us, yet we live in a society in which most of us are cut off from this essential part of who we are.** This is a crisis of spirit and imagination. Jewish Studio Project (JSP) exists to address this profound need.

When we are connected to our creativity we become more resilient and resourced, able to continually reimagine our lives and shape our collective future. A 2010 IBM ‘Global CEO Study,’ which surveyed 1,500 chief executive officers, concluded that: **“creativity is now the most important leadership quality for success in business”**. Engaging in creative practice helps people get into what Hungarian-American psychologist Mihaly Csikszentmihalyi famously called “flow”, a critical access point for individuals and communities to rise to the challenges before us. Beyond making us more productive or profitable, creativity is among our most powerful tools for expanding empathy, supporting the work of dismantling oppression, and generating new narratives that will bring a more just and liberated world into being.

**JSP cultivates creativity as a Jewish practice for spiritual connection and social transformation.** JSP is consistently recognized and called upon as an expert leader and essential thought-partner on creative practice in the Jewish world. Over the past seven years, JSP has offered a uniquely effective methodology—the Jewish Studio Process—to thousands of individuals across the country, built a thriving community of diverse collaborators and practitioners, and demonstrated the capacity for innovation, adaptability and spiritual leadership.

**In 2021, poised to scale impact in its next phase of growth, JSP engaged in a strategic planning process—Immersing to Emerging Anew.** Expertly guided by Insyte Partners and supported by a planning grant from Jim Joseph Foundation, this process drew wisdom from more than 50 stakeholder interviews, three community listening forums, seven learning journeys to other organizations, and five retreats with a 25-person vision team.

In the pages that follow, we outline a strategic framework for the next three years that will guide JSP to amplify the **Torah of Creativity**; extend the reach and impact of the **Jewish Studio Process**; activate the **Network Leadership** of facilitators, educators, activists and communities of practice; and establish an **R&D Studio** to prototype new applications of JSP’s method that speak to emerging societal needs. Guided by this strategic framework, oriented by a values lens of justice and equity, and fueled by investments in capacity building, JSP is working to bring about **a future in which every person is connected to their inherent creativity** as a force for healing, liberation and social transformation.



**PART I:**

# ORGANIZATIONAL OVERVIEW

“In a time when our world feels, and is, so broken, **it is healing, empowering, and resilience-building to create.** To do something tactile with our hands, and to say, “Wow, there is a mess here—what *else* could this mess be?” To practice this with materials makes it feel more possible to make actual change. **It is a powerful reminder that mess can be transformed.**”

-JSP Facilitator





# BACKGROUND

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JSP began in 2015 as a homegrown arts-based program provider that traveled around the Bay Area with a collection of art supplies in the trunk of a car to offer workshops to local Jewish organizations. What started out as a promising project with no operating budget, a program design that was intriguing yet hard to communicate, and run by two unpaid employees, has grown into a leading national organization built for times of uncertainty and change.

JSP was founded on the belief that each one of us is created creative. Over the past seven years, JSP has become a go-to resource for accessible Jewish learning and spiritual connection across the country. Through ongoing community programs, immersive experiences, creative facilitator training and professional development partnerships, JSP is building a movement to cultivate the creative power of the Jewish community.

Rabbi Adina Allen, Co-Founder and Creative Director, developed JSP's core methodology—the Jewish Studio Process—after identifying a need for new ways of surfacing and processing personal insights from Jewish texts. The daughter of leading art therapist Pat B. Allen, Adina brought practices she learned growing up in an art studio into the beit midrash, while a rabbinic student at Hebrew College. The Jewish Studio Process has been highly valued by those seeking a renewed connection to creativity and a new way into Jewish tradition.

In its first seven years, JSP delivered 700 programs for over 15,000 participants; developed a resource library containing hundreds of source sheets for Jewish learning; partnered with 90 organizations; reached tens of thousands of people through its unique thought leadership; built a national facilitator network; opened a vibrant physical studio space and demonstration site; and grew its team to seven full-time staff with an operating budget of \$830K.

JSP has been a part of the Jewish nonprofit start-up and entrepreneurship network since its inception. Initial support from UpStart, Joshua Venture, and Open Dor Project provided JSP an expanded team of advisors, a network of peers, and seed funding to build programs and infrastructure. As a cohort member of Project Accelerate, JSP built capacity beyond the start-up phase to reach the next stage of growth and impact potential, as represented in this strategic plan.



JSP is led by Co-Founders Rabbi Adina Allen and Jeff Kasowitz. Rabbi Adina, Creative Director, is a national media contributor, popular speaker, and facilitator. Adina is recipient of the Covenant Foundation's Pomegranate Prize for emerging educators and the Wexner Graduate Fellowship for outstanding leaders. Jeff Kasowitz, Executive Director, is a seasoned non-profit leader, social innovator, musician and community builder. Jeff was a Joshua Venture Fellow and holds MBA and MPH degrees from UC Berkeley. JSP's work is critically supported by prominent Jewish educator, Rachel Brodie (Senior Consultant), and art therapist, artist and author, Pat B. Allen, Ph.D., A.T.R (Senior Advisor and Consultant Faculty). JSP's Board is led by Rabbi Becky Silverstein (immediate past Chair), a prominent thinker, educator, and trans activist; Seth Linden (current Chair), a facilitator, coach, and philanthropic advisor; and Susan Berrin (Vice Chair), a writer, editor, and network weaver.



## VISION

We envision a future in which every person is connected to their inherent creativity.

## MISSION

JSP cultivates creativity as a Jewish practice for spiritual connection and social transformation.

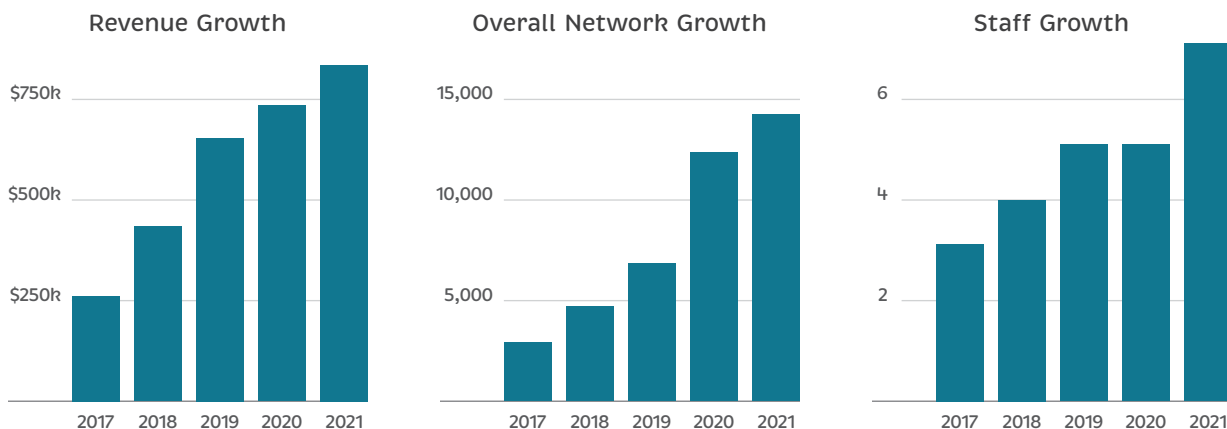
## IMPACT STATEMENT

Creativity is a transformative practice, a powerful new pathway for engaging Judaism, and an essential tool for bringing about a more just world. JSP's methodology builds resilience and empathy, activates prophetic imagination, and inspires new approaches to society's most pressing problems through the synergy of Jewish learning and creative practice. As JSP amplifies its Torah of Creativity, catalyzes a network of leaders and communities of practice, and develops new offerings grounded in research and careful evaluation, the Jewish Studio Process will become deeply embedded across the Jewish ecosystem. By making this work available to a broader and more diverse audience, including educators, activists, those on the margins of the Jewish community and those who hold institutional power, JSP will help to seed a future in which every person is connected to their creativity as a force for healing, liberation and transformation.



# SNAPSHOT

## JSP's Growth



## JSP's Network

**11**

JSP Facilitators

**254**

Alumni of JSP's Studio Immersive Program

**1,500**

Attendees at 2021 JSP High Holidays

**89**

Professional Development Organizational Partners

**16**

JSP Fellows in Creative Facilitator Training

**3x**

Increase in Training Program Applications from Cohort 1 to 2

**10,000+**

People reached through JSP's Thought Leadership

**1,000**

Downloads of Creative Prompts for Holidays

## JSP's Impact

**92%**

of alumni of JSP's Studio Immersive Program report that the Immersive gave them a new way to connect to Judaism

**97%**

of alumni of JSP's Studio Immersive Program say the Immersive increased their desire to draw upon creativity as a spiritual practice

**91%**

of participants in JSP's Creative Resilience Program for Young Adult Jewish Professionals reported that the program felt like a nourishing experience during this challenging time

**100%**

of participants in JSP's Creative Resilience Program would recommend the program to a friend or colleague

# CORE BELIEFS AND VALUES

Core Beliefs

We believe...

We embody this by...

**B'TZELEM  
ELOHIM**

**בצלם אלהים**

**Humans are Created Creative.** Each and every person is endowed with creative capacity. Accessing and activating our creativity is how we partner with the Divine in the ongoing work of creation.

Honoring and trusting in the unique creative capacity and potential of each member of our team, board, Facilitator Network, community and broader ecosystem.

**TOHU  
VA'VOHU**

**תהו ובהו**

**Creation arises out of chaos and void.** Each of us has the ability to delve into the chaos and void within ourselves and to transform what we find through the sacred process of creating.

Utilizing creative process to uncover and understand aspects of our work that are not yet clear. We value and are willing to work through the messiness that comes with experimentation, collaboration and growth.

**EHYEH ASHER  
EHYEH**

**אהיה אשר אהיה**

**God is process.** Like the Divine, we too are in a continuous process of becoming. This process of growth and transformation connects us to something bigger and beyond ourselves.

Committing to being in process as a team and working to increase our patience with the discomfort that comes with navigating the unknown. We strive to approach challenging situations that arise in our work with curiosity, understanding that we learn to adapt through embracing process.

The embodied organizational values highlighted below are drawn from JSP's Core Beliefs.

Core Beliefs

We believe...

We embody this by...

**HAFOCH BAH**

**הפוך בה**

**Nothing is ever just one thing.**

Jewish text and tradition is alive and invites us into an on-going, co-creative relationship in which both our own consciousness and the meaning of the text continue to evolve.

Considering vantage points different from our own and being open to shifting our perspective. We ask, "What Else Could This Be?" so we may gain a more robust understanding of the issue at hand and benefit from the multifaceted nature of collaboration.

**ADAM OLAM  
KATAN / OLAM  
ADAM GADOL**

**אדם עולם קטן  
/ עולם אדם גדול**

**We are each a microcosm of the world; the world is a macrocosm of the human being.**

To change the world, we must be willing to change ourselves. Social transformation requires inner work; inner work equips us for and sustains us in working towards positive social change.

Creating an organizational culture in which the inner life is recognized, honored and present so that issues of justice and equity are informed by lived experience. As we grapple with systemic oppression and the many ways it shows up in our work, we notice and are informed by our emotions. We commit to explore and process what comes up.

**LECH L'CHA**

**לך-לך**

**We are continuously called on a journey into the unknown.**

By venturing into the unknown we experience surprise, align with our truth, connect to the Divine and bring something new into the world.

Supporting one another in identifying and pursuing our growing edges and emerging skills as they relate to our work. We cultivate the curiosity and courage needed to experiment, innovate and honor "mistakes" and "failure" for what they have to teach us.





## PART II:

# STRATEGIC PLAN

“JSP helped me to **grapple with and release many of the pressures and difficulties** I was experiencing during this last year—from Covid to grappling with racism and worldly horrors. This was a **creative release and processing of emotions, difficulties and trauma**. I loved the concepts, the writing and I really **loved the reflections** on our work.”

*-JSP Creative Resilience Program participant*



# STRATEGIC FRAMEWORK

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JSP's strategic plan consists of four intersecting focus areas, constituting a bold yet achievable pathway to advance JSP's mission. In the following pages we explicate the four focus areas, each framed by a *Bold Statement of the Future*, imagining that focus area as fully integrated and realized. Each bold statement is then distilled into a high-level overarching goal, followed by prioritized strategies to achieve the goal, and finally a set of implementation indicators to track progress.

Two orienting principles animate each focus area, providing essential guideposts for strategic plan implementation.

- **Values Lens:** JSP commits to using a values lens of justice and equity throughout the implementation of this plan. This lens is foundational to the ways in which the organization plans programs, evaluates progress, and builds organizational culture. A core aspect of this work is implementing recommendations from a recent comprehensive anti-racist assessment.
- **Capacity Building:** Each prioritized strategy represents an emerging competency for the organization, requiring targeted attention, capacity investment and consistent evaluation. The dedicated commitment of new and established JSP funding partners will catalyze and nurture sustainable growth as an organization, and will support JSP in building the capacities necessary to power its mission.

# FOCUS AREAS

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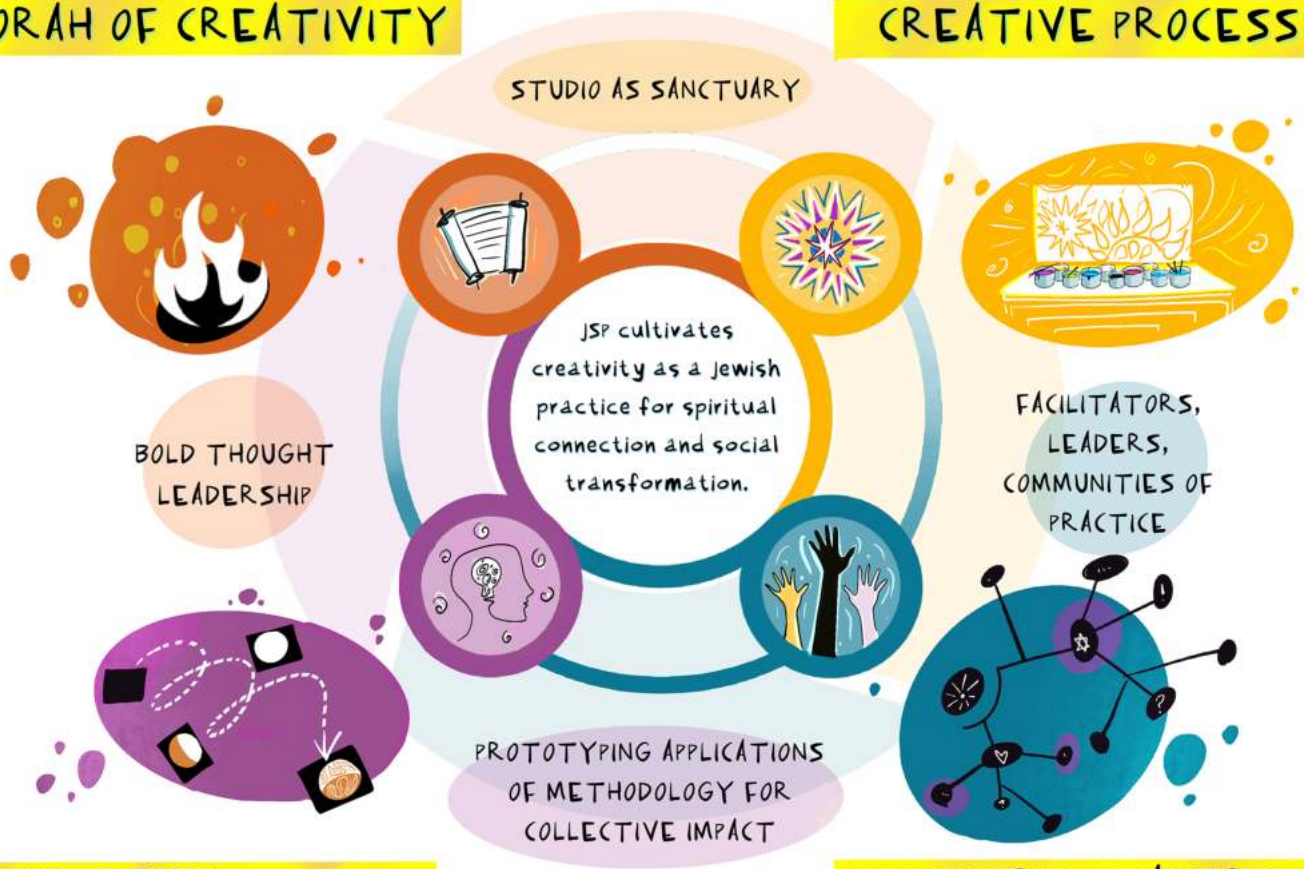
1. **TORAH OF CREATIVITY:** Bold thought leadership rooted in Jewish wisdom that lifts up creativity as an essential human capacity for spiritual connection and social transformation.
2. **CREATIVE PROCESS:** JSP's core methodology, the Jewish Studio Process, offered through experiential programs and dynamic content, providing opportunities for broad engagement, deep immersion and integration of JSP values and teachings.
3. **NETWORK LEADERSHIP:** Web of JSP-trained facilitators, community leaders, self-organized communities of practice and partner organizations powered by open source content.
4. **R&D STUDIO:** Structured model for conducting participatory research, prototyping, evaluation and collaborative learning to adapt and apply JSP's methodology to emerging societal challenges and communal needs.



# JSP STRATEGIC FOCUS AREAS

## TORAH OF CREATIVITY

## CREATIVE PROCESS



# TORAH OF CREATIVITY

Bold thought leadership rooted in Jewish wisdom that lifts up creativity as an essential human capacity for spiritual connection and social transformation.

## Bold Statement of the Future

The understanding that “everyone is created creative” has taken hold within Jewish communities across the country. JSP has boldly shared a coherent and compelling Torah of Creativity in spaces where people seek to access their innate creative capacity to navigate the chaos and uncertainty of our times. The Torah of Creativity is utilized as a source of wisdom and a pathway into Jewish life, and catalyzes personal growth and professional capacities.

JSP is a known and trusted resource for cultivating the power of creativity as a source of personal and societal transformation. Jewish justice leaders expand and reference the Torah of Creativity and use its practices to access their prophetic imagination and regenerate collective energy. Communal leaders, educators, and others who look to Judaism for wisdom and guidance draw on its tools, teachings and stories for inspiration and change.

Evidence demonstrates that creativity has crossed the threshold from nice-to-have to an essential human capacity for change. “Have you made art about it yet?” is a common refrain for leading edge efforts to transform society and self in the Jewish world and adjacent communities.





## Overarching Goal

*Crystallize and activate the Torah of Creativity so that it is received, known and referenced throughout the Jewish communal ecosystem.*

### Prioritized Strategies

1. Harvest and repurpose JSP's torah—from already existing core beliefs, source sheets, thought-pieces, drashot—into digestible and accessible teachings on creativity
2. Create systems to support and share emerging torah from JSP network community (e.g., weekly Substack featuring thought-pieces from JSP network leaders)
3. Finalize, publish and promote Rabbi Adina's forthcoming book on a Jewish theology of creativity
4. Develop an integrated communications plan to advance and disseminate the Torah of Creativity
5. Invest in a multi-platformed distribution model for the Torah of Creativity

### Implementation Indicators

- ✓ Reach over 90,000 people annually through thought leadership platforms by end of 2024
- ✓ 10 network leaders produce Torah of Creativity thought pieces for publication each year
- ✓ Publish Rabbi Adina's book by end of 2023; conduct book events and speaking engagements throughout 2024
- ✓ Develop, produce and share video showcasing the Torah of Creativity beginning in 2023
- ✓ Identify a system to track the spread of the Torah of Creativity through citations, testimonials and references from organizational, spiritual, educational and justice leaders
- ✓ Hundreds of new participants cite JSP thought leadership as their reason for engaging in JSP programming
- ✓ Increase followers to 20,000 (250% growth) across social media platforms



# CREATIVE PROCESS

JSP's core methodology—the Jewish Studio Process—offered through experiential programs and dynamic content, providing opportunities for broad engagement, deep immersion and integration of JSP values and teachings.



## Bold Statement of the Future

A new avenue for Jewish engagement, learning and expression drawn from the Torah of Creativity has gained momentum across the Jewish ecosystem. The Jewish Studio Process is a breakthrough methodology for people to process challenge and change, engage with creative themes of the Jewish calendar, and connect with a new model of Jewish community—“Studio as Sanctuary”—in which the Jewish Studio Process becomes an ongoing spiritual practice.

Participants in JSP's programs have clear pathways to deepen their engagement with creative practice and connect with others who are using the Jewish Studio Process for personal and collective transformation. Public programs and curated content form a continuum of participant engagement, from accessible entryways to deep immersion, extending JSP's reach and impact.

JSP's participant-facilitator pedagogy, in which participants and facilitators learn and create alongside one another, is grounded in the principles of presence, authenticity, humility and curiosity. By “taking it off the page”, this pedagogy impacts the way facilitators approach their work, teaching, leadership, and relationships outside of the studio.



## Overarching Goal

*Extend the reach and impact of the Jewish Studio Process methodology by providing a continuum of offerings including ongoing learning programs, immersive experiences and resources to support personal practice.*

## Prioritized Strategies

1. Develop clear participant pathways for entry into creative practice and deepening engagement with JSP's methodology
2. Distill and codify JSP's participant-facilitator pedagogy
3. Offer ongoing learning programs with greater frequency, consistency, and reach (e.g., weekly, monthly, and quarterly programs that build upon one another thematically)
4. Leverage successful Studio Immersive model to expand depth experiences (e.g., annual in-person retreats)
5. Provide resources and teachings to deepen personal spiritual practice (e.g., creative prompts for finding personal meaning in Jewish and secular holidays)
6. Bring successful prototypes from JSP's R&D Studio into public program portfolio

## Implementation Indicators

- ✓ Create participant pathway map by Q3 2022
- ✓ Create participant-facilitator pedagogy guide by 2023 to support the learning and impact of JSP network leaders
- ✓ Triple number of participants in ongoing learning programs and immersive experiences
- ✓ Reach 5,000 engagements with creative prompts and other digital learning resources
- ✓ Integrate at least two new programs from R&D prototypes into core offerings

# NETWORK LEADERSHIP

Web of JSP-trained facilitators, community leaders, self-organized communities of practice and partner organizations powered by open source content.

## *Bold Statement of the Future*

JSP's vibrant network has become a dynamic web of JSP-trained Facilitators; educational, spiritual, organizational and social justice Leaders; self-organized Communities of Practice; and organizational Partners.

JSP Facilitators embody the Torah of Creativity and participant-facilitator pedagogy. They have deep capacity to share JSP's methodology and to meaningfully shape its evolution. The JSP network continues to grow more diverse—representing the fullness of the Jewish community and integrating the wisdom and lived experiences of all Jews, including Jews of Color, LGBTQIA+ Jews, Jews with disabilities, as well as people from other backgrounds that seek inspiration from and connection to Jewish wisdom.

JSP Leader Studios support clergy, educators, organizational leaders and activists in cultivating their creative leadership capacities. These intensive professional development cohorts focus on the practical application of JSP's teachings and pedagogy for navigating uncertainty, cultivating curiosity and processing complexity in communal environments. Participants in Leader Studios bring JSP's values, wisdom and practices to their organizations and networks.

Self-directed communities of practice—organized by geography, identity (e.g., queer, BIPOC), or interest area (e.g., climate justice, spiritual direction)—are powered by JSP's open source content and tools including practice guides, source sheets, and creative prompts. Network weavers curate connections among group members, support their learning and amplify their impact. JSP's partnerships with a wide variety of organizations across the Jewish ecosystem—from young adult fellowship programs and rabbinical schools to clergy and educational networks, and justice movement organizations—energize participation in JSP's Creative Facilitator Training program and Leader Studios, expanding the network's momentum and impact.





## Overarching Goal

*Expand JSP training and leader development programs and build a far-reaching network of creative practice communities.*

## Prioritized Strategies

1. Grow JSP's Creative Facilitator Training program and expand access to Jews of Color, LGBTQIA+ Jews and others who are underrepresented in Jewish leadership
2. Build and deepen JSP Facilitator Network community to prioritize ongoing learning, referral sharing and collaboration
3. Design and launch JSP Leader Studios (delivered through an integrated virtual and in-person format) for cohorts of clergy, educators, organizational leaders, and activists to bring JSP values, torah and creative practice into organizations and networks
4. Provide open source content, partnership resources, administrative support and coaching to self-organized communities of practice
5. Expand capacities for broader network coordination, weaving and facilitation to catalyze and sustain ongoing connections, learning and impact

## Implementation Indicators

- ✓ Triple number of Creative Facilitator Training Fellows per year from 16 to 45 by 2024
- ✓ Expand diversity of participants in Creative Facilitator Training cohorts—goal of 25% of Fellows identify as Black and/or non-Black people of color
- ✓ Launch Leader Studio cohorts beginning in 2022 with educators and spiritual leaders
- ✓ Evaluate the extent to which JSP's practice and values are visible in organizations with Leader Studio alumni (beginning in 2023)
- ✓ Create how-to guide (in 2022), curricula organized by theme (three by end of 2023), and other open source content (ongoing) to support—and in collaboration with—self-directed communities of practice
- ✓ Activate at least two JSP network weavers and support them in facilitating network connections

# R&D STUDIO

Structured model for conducting participatory research, prototyping, evaluation and collaborative learning to adapt and apply the Jewish Studio Process to emerging societal challenges and communal needs.

## Bold Statement of the Future

JSP brings curiosity and expertise to a focused research agenda in service of the pressing issues of our time. JSP's Research & Development model creates new insights and questions that are brought to bear on these challenges. This includes studying the impact of JSP's methodology:

- on mental and physical health and wellness indicators
- in examining racism and white supremacy culture
- on climate anxiety and grief
- in engaging divergent perspectives related to U.S. democracy and Israel/Palestine
- as spiritual care and new inspiration for justice movement leaders
- for new parents struggling with the stress and overwhelm of parenthood

The research agenda is shaped by and sourced from network leaders' hypotheses, and pilot projects are conducted in collaboration with partner organizations. JSP invests in successful pilots as prototypes to be integrated into JSP's program portfolio, or to become new projects for network leaders. Through its R&D Studio, JSP provides an innovative model for applying creative practice to emerging challenges in the Jewish community and greater society.





## Overarching Goal

*Build organizational capacity to experiment and learn so that JSP's methodology evolves and adapts continuously to speak to the urgent challenges and opportunities of our time.*

## Prioritized Strategies

1. Develop JSP's R&D framework and model to encourage participatory research and experimentation on emerging issues
2. Build capacity to implement and evaluate a focused R&D agenda
3. Run a set of experimental pilot programs to engage in research questions outlined in R&D agenda
4. Create unique evaluation model for application across focus areas
5. Synthesize and share results from research to communicate impact and catalyze change in the greater Jewish ecosystem
6. Identify venues and leaders to carry forth and build out successful R&D pilot projects

## Implementation Indicators

- ✓ Begin identifying research questions and hypotheses by engaging research consultant and surveying network in Q3 2022
- ✓ Hire R&D Director and Project Manager by Q1 2023
- ✓ Develop prioritized research agenda committing to a set of research questions and associated pilots by Q3 2023
- ✓ Initiate five distinct research projects by the end of 2024
- ✓ Integrate two prototypes as core JSP programs or network leaders' projects





## PART III:

# IMPLEMENTATION

“JSP has ignited **compassionate curiosity** and a **conversation between text and art-making** in me. I believe JSP has the power to recover our relationships to creative freedom, and **restore and transform connections to Jewish wisdom.**”

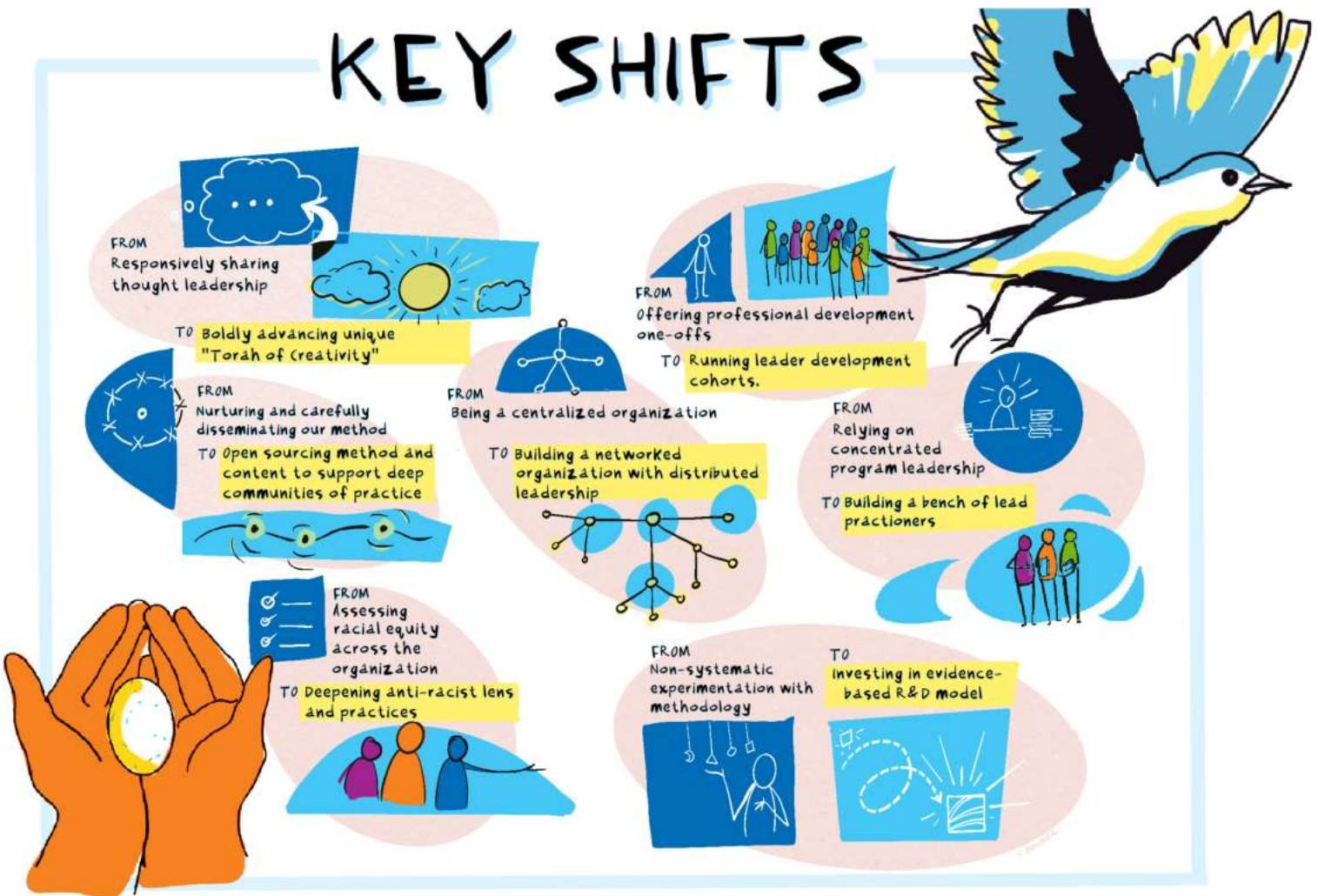
*-JSP Studio Immersive alum*





# KEY SHIFTS

The strategic framework is driven by JSP's maturation and grows out of key shifts currently taking place in the organization as illustrated below.





# BUILDING CAPACITY

The following investments will enable JSP to implement its strategic plan and achieve its goals over the next three years.

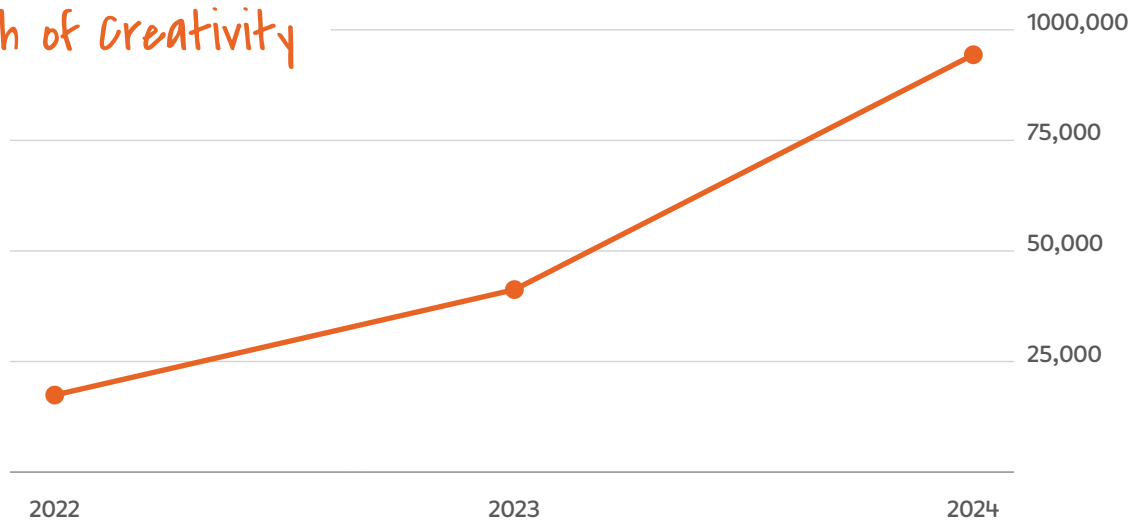
Capacity Category	2022	2023	2024
<b>New Staff</b>			
Digital Content Manager	Torah of Creativity	Torah of Creativity	Torah of Creativity
Program Manager (Public Programs)	Creative Process	Creative Process	Creative Process
Lead Facilitator (Public Programs)	Creative Process	Creative Process	Creative Process
Program Manager (Leader Studios)		Network Leadership	Network Leadership
Director (R&D)		R&D Studio	R&D Studio
Project Manager (R&D)		R&D Studio	R&D Studio
Development Operations Manager		Organization-wide	Organization-wide
Program Director			Organization-wide
Media/Events Coordinator			Torah of Creativity
Lead Facilitator II (Public Programs)			Creative Process
Project Manager (Network)			Network Leadership
<b>Program Faculty</b>			
Core Faculty (Creative Facilitator Training)	Network Leadership	Network Leadership	Network Leadership
Lead Faculty (Clergy Studio)	Network Leadership	Network Leadership	Network Leadership
Lead Faculty (Educator Studio)		Network Leadership	Network Leadership
Lead Faculty (Justice Studio)		Network Leadership	Network Leadership
Lead Faculty (Organizational Studio)		Network Leadership	Network Leadership
<b>Network Activation/Support</b>			
Network Project Manager/Weaver	Network Leadership	Network Leadership	Network Leadership
Network Facilitator/Weaver		Network Leadership	Network Leadership
<b>Consulting Projects</b>			
Public Relations	Torah of Creativity	Torah of Creativity	Torah of Creativity
Evaluation/R&D	Organization-wide	Organization-wide	Organization-wide
Data Platform	Organization-wide	Organization-wide	
Digital Strategy	Organization-wide		
Brand/Graphic Design	Organization-wide		
Strategic Planning			Organization-wide
<b>Professional Development</b>			
Writing Coaching	Torah of Creativity	Torah of Creativity	
Data Management Coaching	Organization-wide	Organization-wide	
Anti-Racist / Equity Coaching	Organization-wide	Organization-wide	Organization-wide
Executive Coaching	Organization-wide	Organization-wide	Organization-wide

- Torah of Creativity
- Creative Process
- Network Leadership
- R&D Studio
- Organization-wide

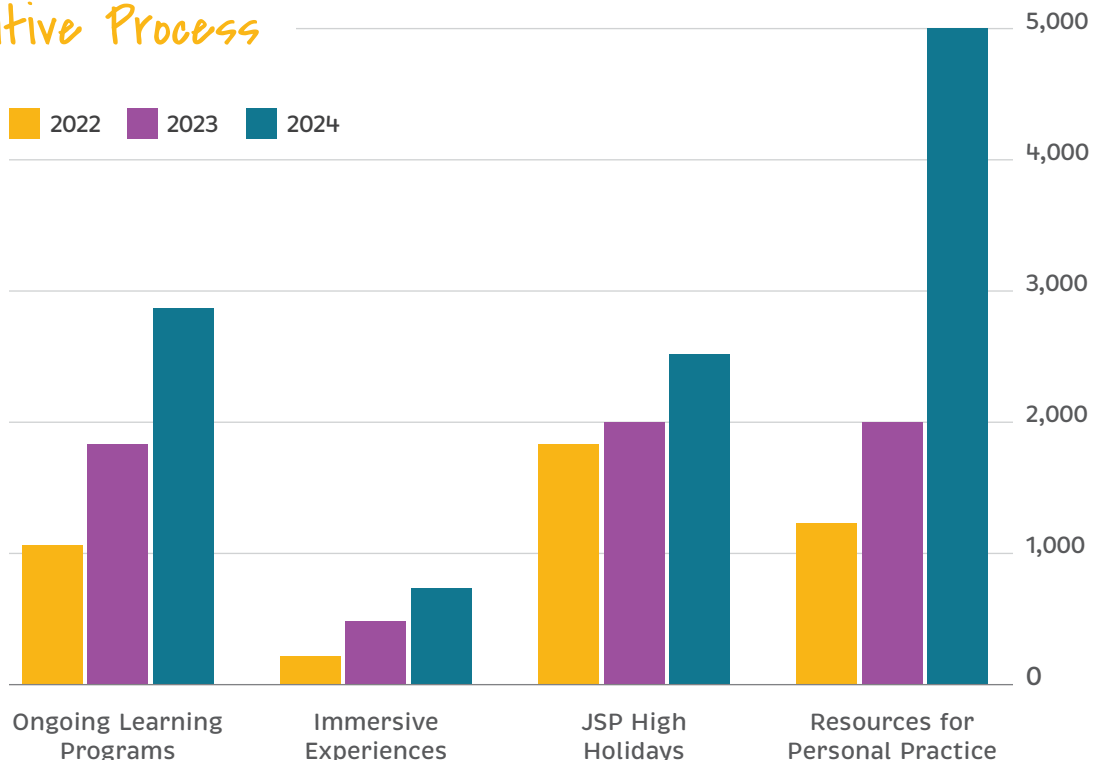
# GROWTH PROJECTIONS

The charts below display the projected number of people reached through strategic focus areas 1-3 over the next three years.

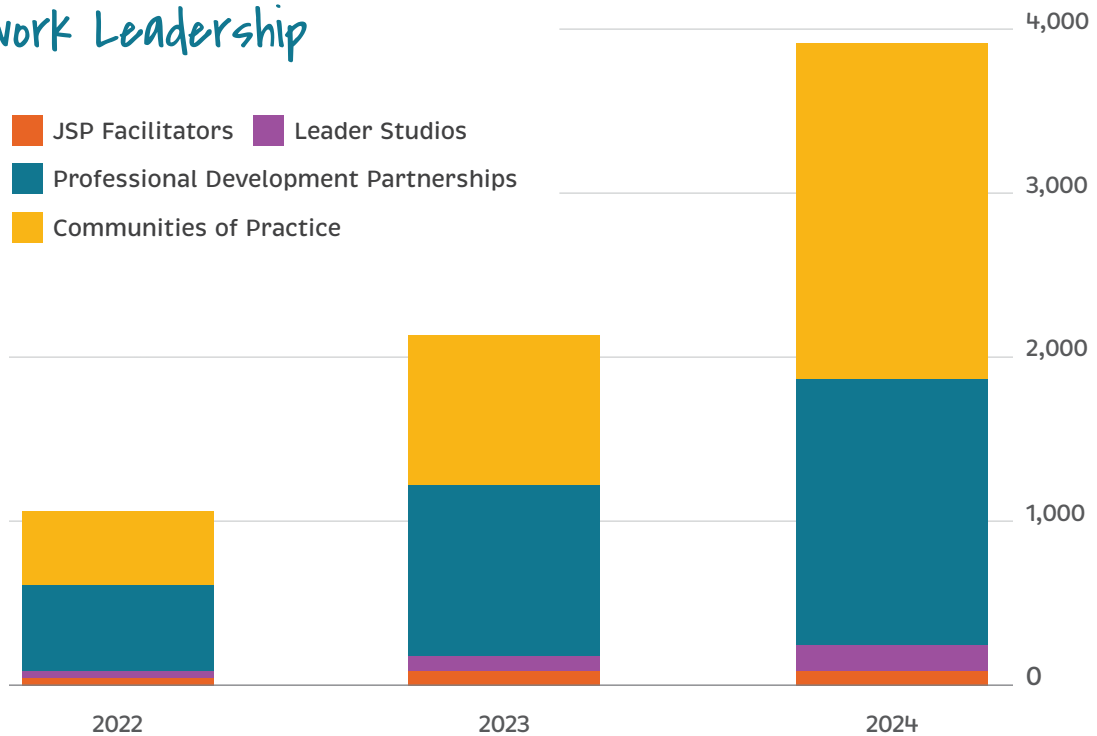
## Torah of Creativity



## Creative Process



## Network Leadership







# JSP PROJECTED, THREE YEAR BUDGET

	2022	2023	2024	Total
<b>Revenue</b>				
Earned Income	\$125,000	\$225,000	\$425,000	\$775,000
Foundation Grants	\$700,000	\$960,000	\$1,175,000	\$2,835,000
Individual Donations	\$300,000	\$400,000	\$550,000	\$1,250,000
Other	\$16,000	\$21,500	\$27,000	\$64,500
<b>Total Revenue</b>	<b>\$1,141,000</b>	<b>\$1,606,500</b>	<b>\$2,177,000</b>	<b>\$4,924,500</b>

	2022	2023	2024	Total
<b>Expenses</b>				
<b>Program Expenses</b>				
Focus Area 1: Torah of Creativity	\$236,410	\$260,780	\$284,377	\$781,567
Focus Area 2: Creative Process	\$239,045	\$348,872	\$505,165	\$1,093,082
Focus Area 3: Network Leadership	\$268,276	\$381,199	\$530,858	\$1,180,333
Focus Area 4: R&D Studio	\$108,355	\$224,726	\$308,740	\$641,821
<b>Total Program Expenses</b>	<b>\$852,086</b>	<b>\$1,215,577</b>	<b>\$1,629,140</b>	<b>\$3,696,803</b>

<b>Organizational Admin Expenses</b>				
Personnel	\$155,864	\$237,323	\$245,160	\$638,347
Finance and Development	\$39,350	\$59,000	\$90,800	\$189,150
Marketing and Planning	\$19,000	\$14,000	\$115,000	\$148,000
<b>Total Admin Expenses</b>	<b>\$214,214</b>	<b>\$310,323</b>	<b>\$450,960</b>	<b>\$975,497</b>

Contribution to Reserves	\$65,000	\$75,000	\$90,000	\$230,000
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<b>Total Expenses</b>	<b>\$1,131,300</b>	<b>\$1,600,900</b>	<b>\$2,170,100</b>	<b>\$4,902,300</b>
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# IMPLEMENTATION TIMELINE

## 2022

Torah of Creativity

- Harvest existing resources into accessible teachings on creativity
- Create systems to support and share emerging torah from JSP network community
- Develop communications plan to advance Torah of Creativity
- Hire digital content manager

Creative Process

- Develop participant pathway map for accessing and deepening engagement with JSP's methodology
- Distill and codify JSP's participant-facilitator pedagogy
- Hire public program lead facilitator and project manager

Network Leadership

- Recruit and launch third cohort of Creative Facilitator Training program
- Design and launch Leader Studio cohorts for educators and spiritual leaders
- Develop how-to guide for communities of practice
- Bring on new training faculty

R&D Studio

- Start identifying research questions and hypotheses by engaging R&D consultant and surveying network
- Begin developing R&D model to encourage participatory research and experimentation of JSP methodology on emerging issues



## 2023

- Publish Rabbi Adina's book on a Jewish theology of creativity
- Produce video showcasing Torah of Creativity
- Launch platform for sharing Torah of Creativity from network leaders
- Provide resources and teachings (e.g., creative prompts for holidays) to deepen personal spiritual practice
- Lead ongoing public learning programs with greater frequency, consistency, and reach
- Create pedagogy guide to support the learning and impact of JSP network leaders
- Continue to expand Creative Facilitator Training program (multiple cohorts)
- Launch Leader Studio cohorts for organizational and justice leaders
- Provide open source content, partnership resources, support and coaching for communities of practice
- Hire project manager and bring on new faculty for Leader Studios
- Hire R&D director and project manager
- Develop evaluation model for application across focus areas
- Set prioritized research agenda committing to a set of research questions and associated pilots

## 2024

- Conduct book events and speaking engagements
- Create system to track how Torah of Creativity is spreading across networks and organizations
- Leverage Studio Immersive model to expand depth experiences (e.g., annual in-person retreats)
- Bring successful prototypes from JSP's R&D Studio into public program portfolio
- Hire second public program lead facilitator
- Evaluate extent to which JSP's practice and values are visible in organizations with Leader Studio alumni
- Activate at least two JSP network weavers and support them in facilitating network connection
- Share research findings to communicate impact and catalyze change in the greater Jewish ecosystem
- Identify leaders to carry forth and build out successful R&D pilot projects
- Integrate prototypes as core JSP programs or network leader projects

# GRATITUDE

This strategic planning process would not have been possible without the extraordinary generosity of time, energy, wisdom, guidance, emotional support and funding from across JSP's community.

**Strategic Planning Vision Team:** Rabbi Adam Lavitt, Adam Sher, Rabbi Adina Allen, Aliza Shapiro, Rebecca Bloomfield, Rabbi Becky Joseph, Rabbi Becky Silverstein, Bi-Mia C Reid, Clara Vaknin, Gabe Crane, Jana Rickerson, Jeff Kasowitz, John Allen, Lee Bearson, Lily Rabinoff-Goldman, Linda Archibald, M.G. Maloney, Rabbi Margie Jacobs, Reverend Michelle Favreault, Ming-Fu Wu, Pat Allen, Rachel Brodie, Rachel Faulkner, Rhonda Johnson, Seth Linden, Susan Berrin

**Insyte Partners:** Liz Alpern Solms, Grace Shim, Emma Erwin, Chrissie Bonner, Nicole Taylor

**Community Listening Forum Presenters:** Claudia Horwitz, Imani Chapman, Yoshi Silverstein, Koach Baruch Frazier, Natalie Boskin, David Sasson, Becky Bob-Waksberg and Becca Heisler

**Learning Journey Organizations:** Art Hives, Facebook, Hadar, Institute for Jewish Spirituality, Presencing Institute, Rabbinical Assembly, SVARA

## Dozens of Stakeholder Interviewees

**Jim Joseph Foundation**

**JSP Staff**

**JSP Board of Directors**

**JSP Facilitators**

And many others...



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