

STRATEGIC REPORT



Beit Midrash Yisraeli
Ein Prat

2018



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Milestones and Benchmarks



Overview

The third year in Beit Midrash Yisraeli – Ein Prat’s five-year strategic plan was rich in activities, developments and achievements. The organization steadfastly pursued its vision of nurturing a new mainstream of Israeli young adults championing pluralistic engagement with Judaism, individualism together with dedication to community, and Zionism coupled with respect for the dignity of every human being. This report briefly summarizes the organization’s activities in 2018.

STRATEGIC GOAL 1:

FOSTER NETWORK, CONTAGION, AND IDENTIFICATION WITH VISION OF A NEW ISRAELI MAINSTREAM

Ein Prat’s first strategic goal toward cultivating a new mainstream of Israeli young adults is to support and grow a network of communities and facilitate their connection to one another, to Judaism, and to the vision. Progress toward this goal was strong in 2018 and consistent with milestones set for the year.

MILESTONE 1: Beit Prat provides ongoing programming for local alumni and peers throughout the program year.

EXCEEDED EXPECTATIONS: The Jerusalem Beit Prat served more than 6,060 participants, nearly three times the target for the year, including at least 1,110 distinct users. Overall Beit Prat Jerusalem conducted 358 program events.

Beit Prat also provided programming in Tel Aviv and Beer Sheva, altogether serving more than 12,100 entrants and 2,100 distinct users. Some 60% of the individuals who came to programming are not alumni of Ein Prat’s intensive learning programs, but rather peers drawn through word of mouth. These statistics constitute evidence of high success in 2018 in cultivating connections between young adults, Judaism and the organizational vision.

MILESTONE 2: Maintain alumni participation rates

MILESTONE RESULTS INCONCLUSIVE: The continuous growth in the number of alumni constitutes an ongoing challenge to the ability to maintain a feeling of community and foster personal, meaningful connections between alumni. Ein Prat set itself a metric of maintaining the 2017 alumni participation rate as one measure of success in pursuit of the goal of fostering connections in the network.

However, in the course of the year Ein Prat decided to forego the largest annual event for the alumni network in order to save expenses. This single event drew 525 alumni in 2017. Its omission in 2018 led to an unsurprising drop in the number and proportion of alumni engaged during the year, and therefore to an overall decline in the participation rate. In other programming participation remained steady and even increased.

MILESTONE 3: Recruit and facilitate framework of alumni activists who serve as volunteers and stakeholders

MILESTONE MET: Sixty young adult activists served as volunteers throughout the year, contributing hundreds of service hours in support of peer programming. Tellingly, 16% of these volunteers are not alumni of Ein Prat's intensive programming, revealing that the organization's work resonates meaningfully with "unaffiliated" young adults as well. A total of 30% of the activists were also volunteers in 2017 who chose to continue in their role for a second year, and at the end of the current program year 88% were considering continuing as volunteers in 2019.

MILESTONE 4: Initiate new partner track for self-selecting alumni and pilot new learning program for select alumni

MILESTONE MET: Ein Prat created a new track allowing highly motivated alumni to self-identify as "partners" in the community. Sixty-six alumni opted into this track which included a series of tailored events over the course of the year. On average these individuals participated in 29 program events during the year and 75% of them are interested in continuing as partners in 2019.



FEEDBACK FROM MEMBERS OF PARTNERSHIP TRACK:

"Since moving to Jerusalem six years ago, a large part of my sense of belonging is thanks to this community of ours. Every possible way for expression and strengthening this community is worthwhile and valuable."

"To be part of the community is to show up, give, receive, listen, share, learn, observe, hug, sing, laugh, pray, play, enjoy, witness, and embrace. Simply belong. This is what we have done – big time."

"I was looking for a quality community to belong to – and that is exactly what I have found."

"The members and the atmosphere of this community enable me to be myself."

As planned, Ein Prat piloted a new learning program for a select group of alumni. Owing to the relatively high quality of participants, the level of learning was more advanced than in Ein Prat's intensive programs. Yet the structure, consisting of studies two mornings each week, significantly limited the program's viability for many potential participants. Ein Prat is piloting the program again in 2019 in a reconfiguration that includes senior staff members as learners, with a hoped-for higher return on investment in terms of staff development and team enhancement.



NURTURING ALUMNI ENGAGEMENT:

LAUNCH OF GIVING CIRCLE

The engagement and activism of Ein Prat's alumni is the organization's greatest resource and driver of change. Leveraging the affiliation of alumni as a means of fostering social entrepreneurship is a priority.

This fall Ein Prat took a bold new step to facilitate this process by launching an alumni activism Giving Circle. The launch of the Giving Circle follows months of intensive discussion and planning among a core group of alumni activists and staff members. Owned and driven by alumni who are eager to play a part in mobilizing their peers toward pluralistic social change, the Giving Circle is a promising grassroots mechanism for broadening the impact of Ein Prat's alumni.

RATIONALE: The Giving Circle is managed by alumni and directed at alumni who aspire to make a social impact. Its function is to provide social entrepreneurs with modest financial support and guidance for planning and implementing projects.

OPERATING PRINCIPLES: Interested alumni invest a one-time sum of 100 NIS in the Giving Circle and in return gain the status of investors. As investors, they vote on project proposals submitted by their peers and decide which to fund. Ein Prat matches funds invested by alumni in a ratio of \$1US by Ein Prat for every 1 NIS invested by alumni. By locating the decision-making power in the hands of alumni themselves, the Giving Circle stands to facilitate grassroots social entrepreneurship while maintaining the delicate fabric of the relationship between Ein Prat and its alumni.

INITIAL STATS: Within days of the launch 100 alumni had paid in and become investors of the Giving Circle.



STRATEGIC GOAL 2:

GROW ALUMNI NUMBERS

The second strategic goal toward the creation of a new mainstream of Israeli young adult is to continue to grow the alumni network and increase the number of individuals serving as change agents.

MILESTONES 1 AND 2: Conduct fall and spring cycles of four-month 'Mabua' program, and month-long annual summertime 'Elul' program.

MILESTONE MET: Thirty-seven participants enrolled in Ein Prat's spring cycle of the four-month 'Mabua', 36 in its fall cycle, and 187 in the month-long 'Elul' program that took place on three campuses across Israel. Recruitment for Elul was particularly challenging in 2018 due to the fact that it was a Leap Year in the Hebrew calendar ('Shana Meuberet'), with the month of Elul beginning unusually early in August. While this timing meant that the program cut into the end of the academic year for many young adults, Ein Prat still managed to fill the program's three campuses to capacity.



CULTIVATING A WAY OF BEING

Ein Prat's work nurtures idealism coupled with optimism. This combination enables the organization's alumni to contribute to Israeli society while remaining positive in the face of challenges and setbacks, and serving as magnets that draw peers through their way of being.

'AYIN TOVAH' – A GOOD EYE:

Ein Prat's success in cultivating idealistic-optimism derives from its mastery in creating experiences in which people feel seen and accepted, free to inquire and explore without judgment, and connected to their best selves. In a confidential questionnaire at the completion of recent programs, 78% of participants reported feeling seen in the "best possible light" throughout the program and 77% feeling "able to see others in the best possible light." Ein Prat's alumni network grounds young adults in this nurturing dual experience as they move forward in their academic studies, professional paths and family-building. The alumni network in turn draws in hundreds of peers pulled by the deep appeal of a nurturing environment and the prospect of belonging to a positive, optimistic community.

UNPLUGGING:

Mobile devices can have significant adverse impacts on our lives. Research has shown our mobile devices get in the way of engaging in quality conversations and connections in person, impair learning and cognitive performance through distraction, and increase stress levels. For an organization whose mission revolves around learning and connecting, these impacts are serious impediments. For this reason, for the past three years Ein Prat has proactively and progressively limited the presence and use of mobile devices on its campuses. Ein Prat's no-screen policy is generating tremendously positive feedback from participants:

"I will be adopting this no-screen policy for parts of my life. It is of paramount importance and one of the most important things we did."

"It was a gift to unplug...one of the things that I got the most value from."

"While it was at times difficult to unplug, without a doubt it empowered and deepened my learning experience."

Ein Prat plans to grow its no-screen policy to continue the immediate benefits on participants and to model practices with the possibility of longer-term implications.



STRATEGIC GOAL 3:

RENDER VISIBLE AND EMBED CATEGORY OF NEW ISRAELI
MAINSTREAM THROUGH MEDIA PLATFORMS

Ein Prat's third strategic goal toward fulfilling its mission is to embed the category of a new Israeli mainstream into the Israeli consciousness by making it visible through media channels and social media. This move, of highlighting and drawing attention to the model of behaviour and community that Ein Prat nurtures, enables this relatively small cadre of several thousand young adults to potentially impact a generation of their peers.

MILESTONE 1: Conduct national campaign for Ten Days of Gratitude with at least 45 entities partnering in the campaign and individual alumni leading at least 10 community initiatives

EXCEEDED EXPECTATIONS: In 2018 more partners joined in the Ten Days of Gratitude campaign than in any previous year, far exceeding the target that Ein Prat set. From public leaders to young activists, cities, schools and community centres, the number and variety of partners in the campaign this year constitutes strong evidence of the traction that the initiative has built and the inroads it is making toward becoming a new Israeli tradition.

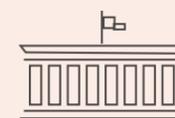
PARTNERS INCLUDED:



Members of Knesset publicly participated in the initiative and endorsed the campaign that expresses gratitude for the existence of the State of Israel



30 Schools & **5** institutes of higher learning around the country conducted campaign-focused activities encouraging expressions of gratitude including gratitude notes on massive chalkboards and the distribution of gratitude postcards



20 Cities, municipalities and communities, from Jerusalem and Tel Aviv to various local councils and community centers, partnered in the campaign and brought its message of gratitude and Zionism to their members



17 Young adult social entrepreneurs led their own projects within the campaign, spearheading grassroots initiatives echoing the campaign's message across the country - examples included cultural and artistic events, musical clips, and activities designed to strengthen social entrepreneurship

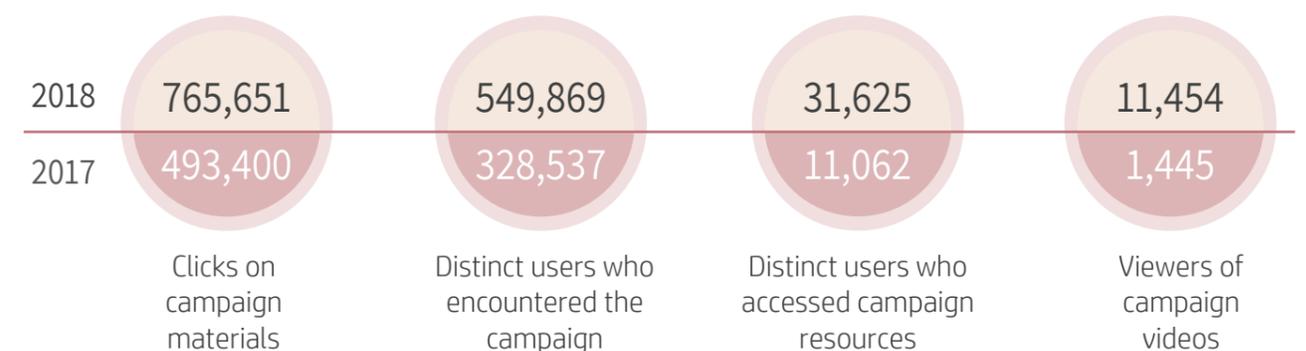


3 Branches of the national Israeli Scouts Movement conducted activities with staff and participants promoting the campaign's message of gratitude for the State of Israel



Non-profits throughout Israel provided messages of support and endorsements of the campaign

SOCIAL MEDIA METRICS: The campaign's online and social media presence grew significantly in 2018 and had a much wider reach than in 2017:



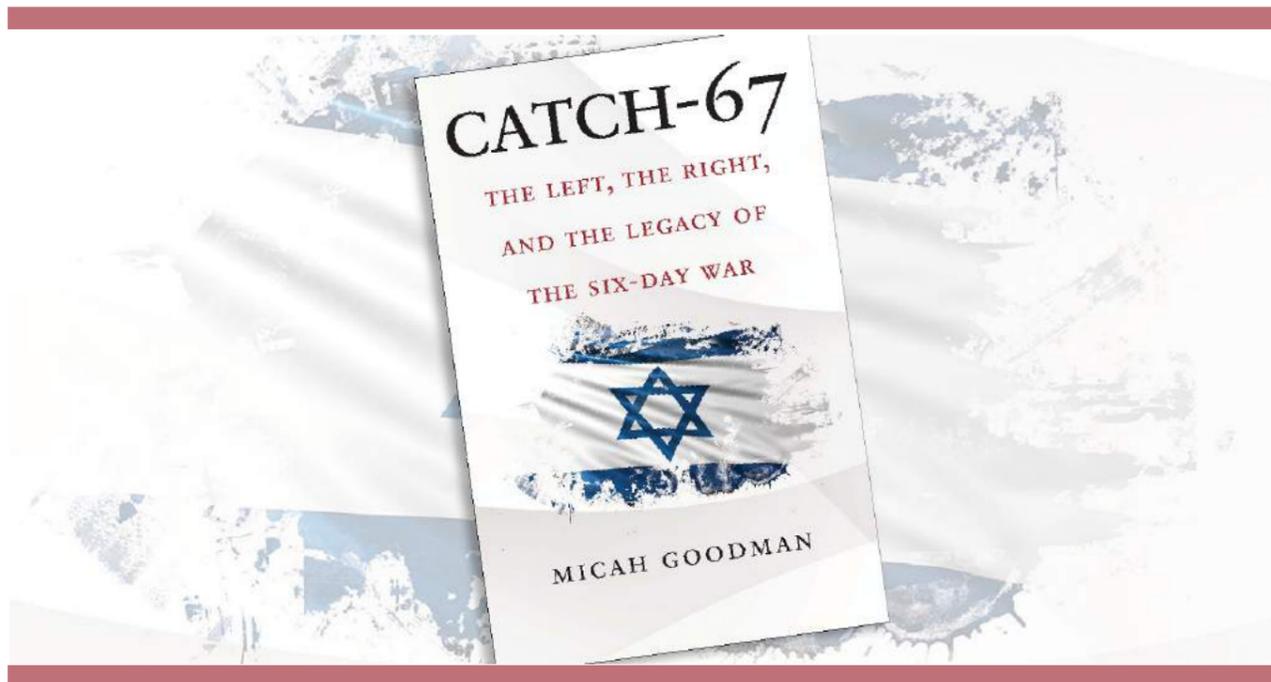
MILESTONE 2: Publish English version of *Catch 67* and publish book in Hebrew on Jewish-Israeli identity and Ein Prat's organizational mission

MILESTONE MET with minor adjustment: In September 2018 Yale University Press published *Catch 67: The Left, the Right and The Legacy of the Six-Day War*. Within months of its publication the book has become the subject of a series of strategic meetings with policy-makers in Washington and Jerusalem, the subject of articles in national and local newspapers, and one of Mosaic Magazine's 'Best Books' for 2018.

Micah Goodman's book on Jewish-Israeli identity and Ein Prat's organizational mission is scheduled for publication in the first half of 2019.

MILESTONE 3: Air series of new installments of television special

MILESTONE MET: This year Ein Prat aired seven new installments of its television special showcasing pluralistic approaches to Jewish-Israeli identity.



STRATEGIC GOAL 4:

ALIGN INSTITUTIONAL STRUCTURE
AND BUILD CAPACITIES

Ein Prat's fourth goal toward realizing its mission is to align its organizational structures to best support its mission and strategy, and enhance its capacity for sustainability.

MILESTONE 1: Rename and rebrand Amuta

MILESTONE MET: With the interim name of Beit Midrash Yisraeli – Ein Prat adopted early in the year, Ein Prat dedicated significant time and creative energy during 2018 toward rebranding. The process aimed to maintain the loyalty of the organization's more than 2,730 alumni while changing the entity's long-standing name and logo. Through a highly participatory process Ein Prat solicited and incorporated input from scores of alumni and staff members and identified six core values that the new brand will honour. These values – *'limmud'* (learning), *depth*, *community*, *friendship*, *complexity*, and *openness* – were then coalesced into a set of core messages that the logo and visual language reflect. The new brand and logo, adopted in this strategic report, are being officially launched in the first quarter of 2019.

MILESTONE 2: Develop campus relocation plan and grow campus and capacity building fund

MILESTONE DELAYED: In 2018 Ein Prat continued to operate in locations across Israel, concentrating its alumni programming in Jerusalem throughout the year, expanding to three campuses for

residential programming in the summer, and conducting the four-month fall and spring residential program on the Alon campus.

By the end of 2018 it became evident that due to local building pressures Ein Prat will need to relocate its Alon campus in the very near future. When plans for a prospective campus in the Jerusalem forest failed to materialize despite vocal support of the city's mayor, Ein Prat embarked on negotiations with local authorities in Alon regarding the possibility of relocating in the vicinity of its current campus. Ein Prat aims to complete these negotiations in the first half of 2019 while conducting a survey of other viable possibilities, in close consultation with its board of directors, and develop a blueprint for the move in the second half of the year.

MILESTONE 3: Develop and launch new website

MILESTONE DELAYED: For the sake of organizational alignment and integration of developmental processes, Ein Prat will be launching its new website along with its new brand in 2019.



Further achievements in the area of aligning institutional structures and building capacities in 2018 include:

MANAGEMENT RECONFIGURATION: Ein Prat recruited, hired and integrated a new chief financial officer who has an extensive professional track record as a certified public accountant and financial director of non-profit organizations, and is strongly aligned with Ein Prat's mission and values. The integration of an outsider into a senior leadership position always brings challenges. Yet the new CFO's integration has been promising and Ein Prat feels confident the change will strengthen its overall functioning.

PUBLIC SECTOR SUPPORT: Like the majority of Israeli non-profits in the field of Jewish identity, Ein Prat relies very heavily on philanthropic income. After several years of unsuccessful in-house attempts to secure public sector support, Ein Prat has decided to make a strategic investment in pursuit of this objective. With the approval of its board of directors Ein Prat has contracted with a consulting firm specializing in the area of governmental funding, and embarked on a systematic process of identifying and applying for relevant funding opportunities. Acquiring public sector support is a priority in 2019 as part of a move toward greater financial stability and sustainability.

DRILLING DOWN ON OUTCOMES:

As part of its commitment to continuous learning, evaluation and improvement, Ein Prat undertook to strengthen its measurement of outcomes. In a dialectic process that engaged senior management, Ein Prat identified outcomes it aspires to effect in five primary areas:



JEWISH
PLURALISM AND
PEOPLEHOOD



JEWISH
IDENTITY



COMMUNITY
INVOLVEMENT AND
SOCIAL ENGAGEMENT



JEWISH TEXTUAL
KNOWLEDGE AND
LEARNING



WELL-BEING

In consultation with experts in the field, Ein Prat is now developing tools through which it will measure cognitive, affective and behavioural changes reported by participants in these six areas. The organization will then use the results to check where it is on track and where refinements can be made in pursuit of its desired outcomes.

MILESTONES AND BENCHMARKS

GOAL	2018 MILESTONE	2018 PLANNED OUTPUTS	2018 ACHIEVED OUTPUTS	2019 MILESTONE	2019 PLANNED OUTPUTS
1 Create network, foster contagion and cultivate identification with vision	Jerusalem Beit Prat provides ongoing programming for local alumni and peers throughout program year	Jerusalem Beit Prat provides programming three evenings a week from November 2017 through June 2018, serving at least 2,200 entrants and 770 distinct users	Jerusalem Beit Prat provided programming three evenings a week throughout the year and served 6,060 entrants and more than 1,110 distinct users	Jerusalem Beit Prat provides programming throughout the year serving local alumni and peers, and serves as dynamic shared work and meeting space for alumni and other social entrepreneurs	Jerusalem Beit Prat provides multiple program offerings every week from November 2018 through June 2019, serving at least 6,000 entrants and more than 1,200 distinct users
	Maintain alumni participation rates from 2017 through growth of 2018	Jerusalem – at least 90 evenings of activity with 55% of local alumni participating; Tel Aviv – at least 40 evenings of activity with 28% of local alumni participating; Beer Sheva – at least 30 evenings of activity with 13% of local alumni participating	In Jerusalem more than 90 evenings took place with 47% of the newest cohort of local alumni participating; in Tel Aviv 30 evenings took place with 40% of the newest cohort of local alumni participating; and in Beer Sheva 26 evenings took place with 75% of the newest cohort of local alumni participating	Maintain number of alumni in communication with the organization; maintain number of alumni participating in program offerings; maintain number of peers participating in program offerings	At least 1,200 alumni are in communication with organization; at least 55% of Jerusalem alumni, 68% of Tel Aviv alumni and 70% of Beer Sheva alumni participate in programming; and at least 1,200 peers participate in programming
	Recruit and facilitate framework of alumni activists who serve volunteers and stakeholders in organizational mission	60 alumni activists contribute hundreds of pro bono hours to network for programming, and engage in three seminars through the year and bi-weekly meetings	60 activists served as volunteers throughout the year, contributing hundreds of pro bono hours in support; 16% were not alumni; and 30% were volunteers in 2017 who chose to continue for another year	120 alumni activists and partners take on one-year commitment to network	120 alumni activists and partners provide hundreds of volunteer hours for peer programming and participate in monthly enrichment sessions and at least three Shabbaton seminars
	Initiate new partner track for self-selecting alumni and pilot new learning program for select group of alumni	At least 50 alumni pay dues as partners and set personal goals for community involvement over the year; at least 8 alumni participate in new pilot program twice a week during the year	50 alumni paid dues as partners and participated in community framework for the year; 8 alumni participated in new pilot program		

GOAL	2018 MILESTONE	2018 PLANNED OUTPUTS	2018 ACHIEVED OUTPUTS	2019 MILESTONE	2019 PLANNED OUTPUTS
2 Maximally grow alumni	Conduct two cycles of Mabua program with 40 participants in each cycle	180 apply for information, 100 interview for program and 40 participate in each cycle	254 applied for information, 176 interviewed, and 42/37 registered for program cycles	Conduct two cycle of Mabua program with 40 participants in each cycle	250 apply for information, 170 interview for program and 40 participate in each cycle
	Conduct Elul program with 205 participants	700 apply for information, 300 attend open-day and 200 register	845 applied for information, 245 attended open-day and 188 participated in the program	Conduct Elul program with 190 participants	845 apply for information, 245 attend open-day and 190 register
3 Render visible category of 'a new Israeli mainstream' and embed through media platforms	Publish English version of Catch 67 and publish book in Hebrew on Jewish-Israeli identity and the essence of organizational mission	Catch 67 earns publishing contract with leading publishing house in US; new book in Hebrew ranks among top 5 non-fiction books in Israel	Catch 67 published by Yale University Press and ranked as one of Mosaic Magazine's 'Best Books of 2018'; publication of new book in Hebrew postponed until 2019	New book published in Israel on Jewish-Israeli identity and organizational mission	New book ranks among top 5 non-fiction books in Israel, garners reviews in major news outlets and stimulates conversation on Jewish-Israeli identity
	Conduct national campaign for Ten Days of Gratitude	At least 45 entities partner in the campaign and individual alumni lead at least 10 community initiatives	Partners in campaign included more than 55 entities, such as: 30 high schools and 5 institutes of higher learning; 20 cities, municipalities and communities; 3 branches of national youth movement; and 17 young adult social entrepreneurs who spearhead their own initiatives	Campaign recruits the involvement of at least 55 entities as in previous year and achieves greater social media traction	
4 Align institutional structure and build capacities	Rename and rebrand	Rebranding process conducted with support of professional external entity	Rebranding process conducted with professional consultants and in collaboration with key stakeholders including alumni, staff and lead investors	Launch new brand and new name for organization, and conduct internal institutionalization process including all key stakeholders	
	Campus relocation plan developed	New plan for campus relocation developed with basic timeline and budget, and approved by board of directors	Campus relocation authorizations received, budgeting process in advanced stages and board of directors kept apprised	Selection of site for new campus, development of relocation plan including financial forecast, and launch of capital campaign	
	New website	New website developed and launched	Website development and launch postponed to align with rebranding process	Website launched during first half of 2019	Website includes access to annual reports, outcomes and output metrics



Beit Midrash Yisraeli

Ein Prat