

AJC Board of Governors

Introduction to Key Strategic Planning Recommendations

May 5-6, 2009



Meeting Background / Objectives

Today we are seeking the BoG's initial feedback on the proposed AJC strategy and implementation plans.

- Outcome of the substantial efforts across the agency since January 2008
- Preliminary recommendations developed by 7 “working groups” convened by the Strategic Vision Steering Committee (“SVSC”)
- Recommendations synthesized by the strategy leadership team -- and a proposed overall, integrated strategy -- followed the groups’ work
- Proposed strategy approved by the SVSC in February and suggestions provided to refine the recommendations



Goal for today: BoG input and guidance to enable refinement of the proposed strategy for presentation and approval in October

Strategy Developed for Challenging Economic Climate

The proposed strategy has been developed against the backdrop of a challenging economic environment, with selected priorities focused on access and impact.

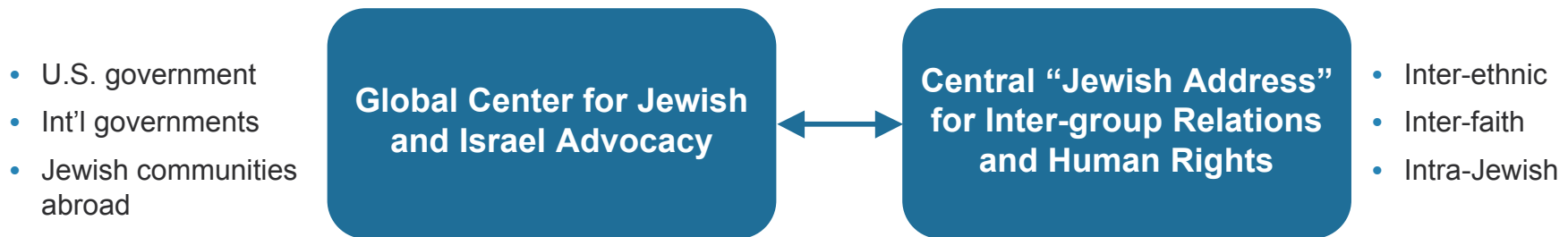
Key Assumptions for Strategy Development

- AJC cannot afford a strategy of “invest everywhere”
 - “Hard choices” must be made, even among important priorities and activities
- There is likely to be limited opportunity for external sources to fund substantial initiatives for some time to come
 - We have assumed that recommendations requiring investment must be funded principally through spending reductions elsewhere
- Priority placed on opportunities most likely to *enhance / expand global access and impact*

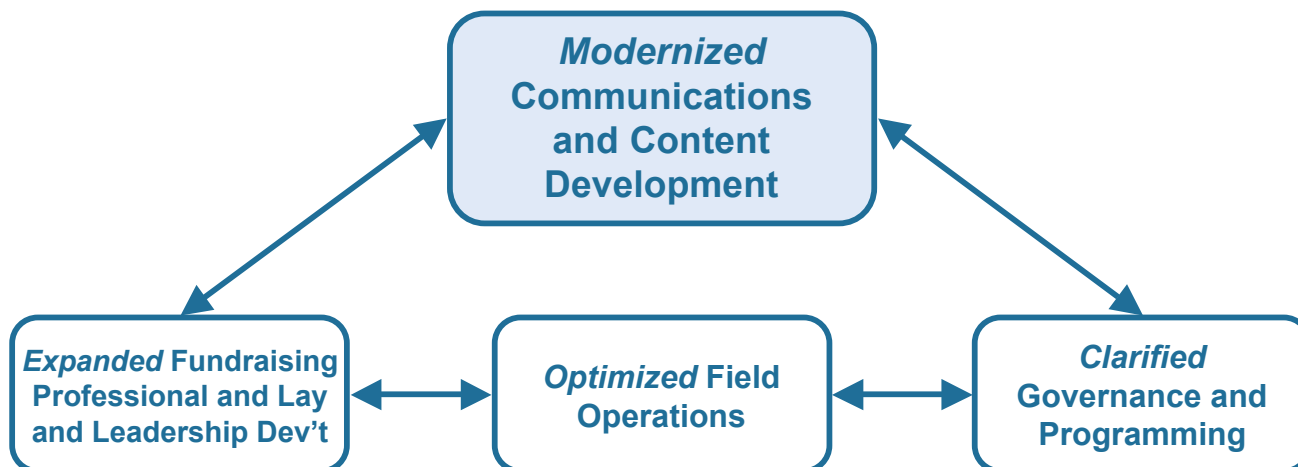
Proposed AJC Strategy

To successfully meet these challenges, AJC must strengthen its advocacy and inter-group focus, and modernize and integrate the capabilities that support its work.

Core Focus Areas



Supporting Capabilities



Key Elements of Proposed Strategy

During our October retreat, we will ask the BoG to approve the following key elements of the proposed strategy, refined to incorporate feedback from this session.

Proposed Strategy Element	Key Implementation Steps
<ul style="list-style-type: none"> • Strengthen Advocacy / Inter-group Focus 	<ul style="list-style-type: none"> • Greater focus on emerging countries of influence • Combine inter-faith and inter-ethnic efforts • More “issue-based” coalitions; advocacy linkages
<ul style="list-style-type: none"> • Modernize Communications and Content Development 	<ul style="list-style-type: none"> • Principal focus of contemplated future investments • Raise communications to more prominent level internally • Aggressively promote AJC brand • Exploit internet more aggressively / systematically • Become multi-media news analysis / advocacy leader
<ul style="list-style-type: none"> • Expand Fundraising & Leadership Dev’t 	<ul style="list-style-type: none"> • Communications and development efforts to be closely coordinated • Develop/strengthen multiple platforms; unified crediting • Processes to identify, engage, and leverage new leaders
<ul style="list-style-type: none"> • Optimize Field Operations 	<ul style="list-style-type: none"> • Develop alternative models of “community presence” • Consolidate investments in most impactful locations
<ul style="list-style-type: none"> • Clarify Governance and Programming 	<ul style="list-style-type: none"> ▪ Create opportunities for meaningful lay involvement ▪ Clear role definition of governing bodies and delegation of authority ▪ Systematic program planning, vetting, and evaluation
<ul style="list-style-type: none"> • Strength IT and Administrative Structure 	<ul style="list-style-type: none"> • Strength human resources policies and staff professionalism • Modernize IT capabilities • Update financial and recordkeeping systems

Proposed AJC Mission and Vision

AJC Mission

To enhance the well-being of the Jewish people and Israel and to advance human rights and democratic values in the United States and around the world.

AJC Vision

Jews are secure wherever they live and feel connected to their Jewish heritage.

The United States fulfills its promise of freedom, social justice and equality of opportunity for all.

Israel is secure and at peace and its rightful place in the community of nations is assured.

The world embraces democratic values, respect for human rights and peaceful conflict resolution.

AJC Values / Operating Principles

Values / Operating Principles	Summary Definition
<ul style="list-style-type: none">• Global Perspective and Local Action	<ul style="list-style-type: none">• Understand interdependence between global and local• Gain access to key decision-makers<ul style="list-style-type: none">- local, national, global presence
<ul style="list-style-type: none">• Jewish Connectivity	<ul style="list-style-type: none">• Strengthen linkages among Jews worldwide• Provide American Jews with meaningful ways to express identities
<ul style="list-style-type: none">• Diplomatic Approach	<ul style="list-style-type: none">• Engage policy and opinion makers• Build international, inter-ethnic, and inter-religious coalitions to advance goals
<ul style="list-style-type: none">• Content Development	<ul style="list-style-type: none">• “Think tank” approach (thoughtful analysis of complex problems)• Programmatic approach to issues (pursue deliberately and persistently)
<ul style="list-style-type: none">• Lay-Staff Partnership	<ul style="list-style-type: none">• Engage passions and talents of both lay leaders and staff professionals• Work in an integrated and coordinated manner

Strategy Overview: Jewish and Israel Advocacy

AJC's global advocacy efforts should reflect the world's increasingly diffuse centers of power, and meet the growing challenges to Israel and Jews worldwide.

Future Vision

- AJC becomes a true “21st-century” advocacy organization, expanding its global access and impact to key decision-makers and influencers

Current Approach

- *Advocating for Jewish / Israel interests* with domestic and int'l diplomatic constituencies, and with non-governmental / religious decision-makers
- *Protecting Jews* through access to key decision-makers globally

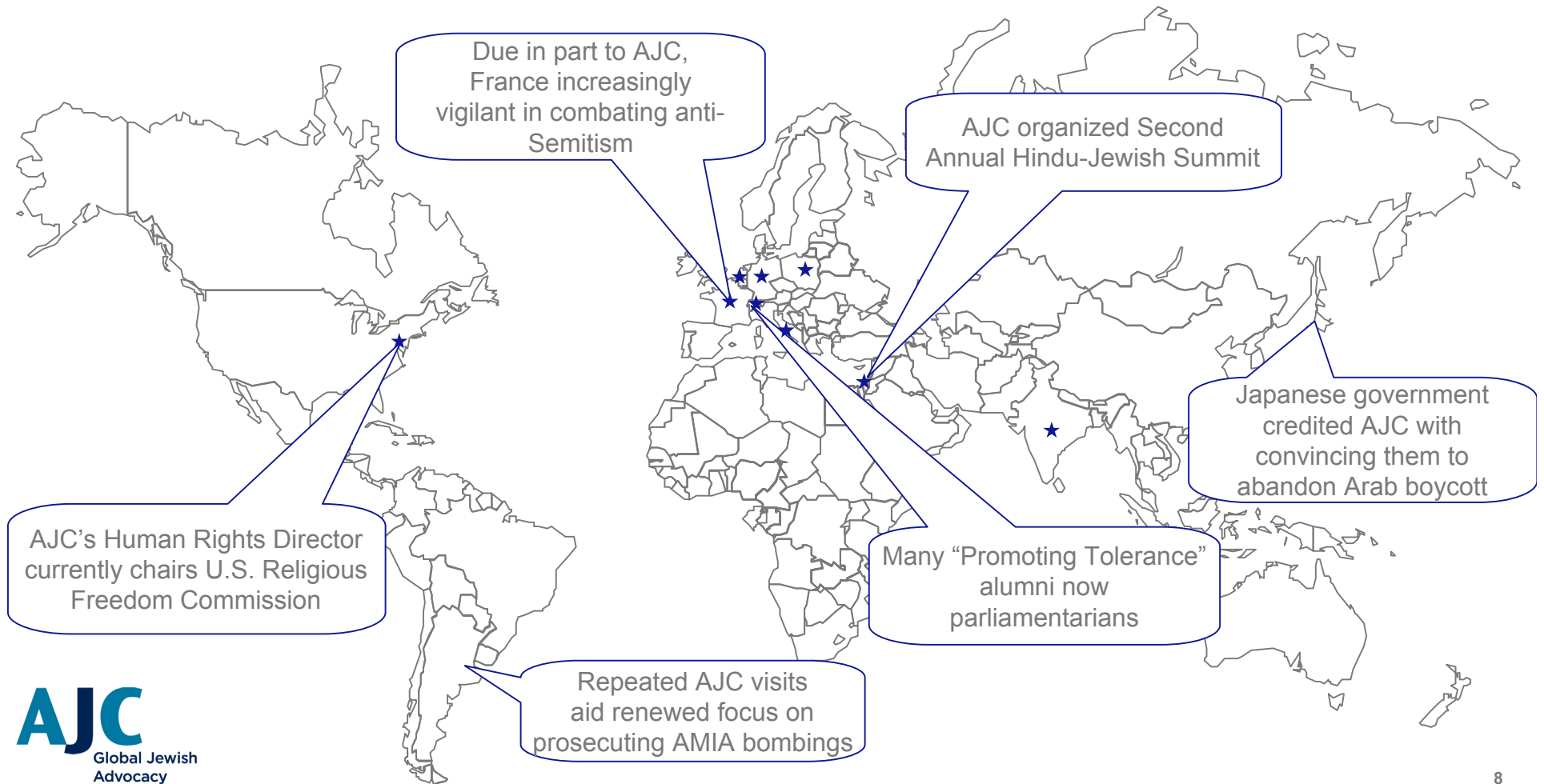
Proposed Go Forward Changes

- Greater focus on communications and marketing capabilities -- particularly the internet and multi-lingual capacity -- to magnify impact
- Increasing focus on Israel advocacy (existential threats -- Iran, “one state” views)
- Increasing focus on emerging global power centers (e.g., China, India)
- Pursue efforts across the agency to more tightly link AJC's other activities and capabilities with its advocacy agenda

★ indicates an AJC office location

AJC Global Advocacy Vision

Through its substantial advocacy efforts, AJC will continue to build and strengthen the relationships critical to advancing Jewish / Israel causes globally.



Strategy Overview: Inter-group Relations and Human Rights

AJC’s role as the “go to” Jewish dialogue partner is critical to advancing our advocacy goals.

Future Vision

- Not only a “means to an end”, but also an “end in itself” (universal and particularistic)
- AJC remains definitive Jewish organization for inter-religious, inter-group and human rights coalition building
 - “The” address for outreach from other groups on shared issues
- AJC improves advocacy results of inter-group efforts through targeting of constituencies and focus on key issues

Current Approach

- Principal focus on inter-religious and inter-ethnic dialogues and on broad-based coalition building (key support for advocacy agenda)
- Efforts often disconnected from advocacy work / agenda

Proposed Go Forward Changes

- Greater integration of national advocacy with local inter-group efforts
- Move towards more “issue-based” coalition-building linked to advocacy agenda (critical with potential declines in direct Jewish influence)
- Retain / nurture broad-based relationships to preserve climate of mutual respect

AJC “Communications Leadership” Goals

AJC has an opportunity to distinguish itself from other Jewish advocacy organizations as a 21st century “communications leader.”



Strategy Overview: Communications

A significant investment in communications staff and technology is critical for AJC's advocacy, branding, fundraising and leadership development goals.

Future Vision

- “Reboot” AJC to become world’s first “fully wired” major Jewish advocacy organization
- Utilize 21st century communications tools and techniques to:
 - increase impact and extend reach
 - engage new audiences
 - broaden brand recognition
 - enhance development and membership growth
 - better leverage staff expertise

Current Approach

- Broad and successful use of traditional communications channels
 - press releases to, and advertising with, major media; radio spots
- Experimentation with internet and other new technology communications
 - e.g., weekly emails, David Harris blog, Z-Word, videos on AJC site and YouTube

Strategy Overview: Communications (continued)

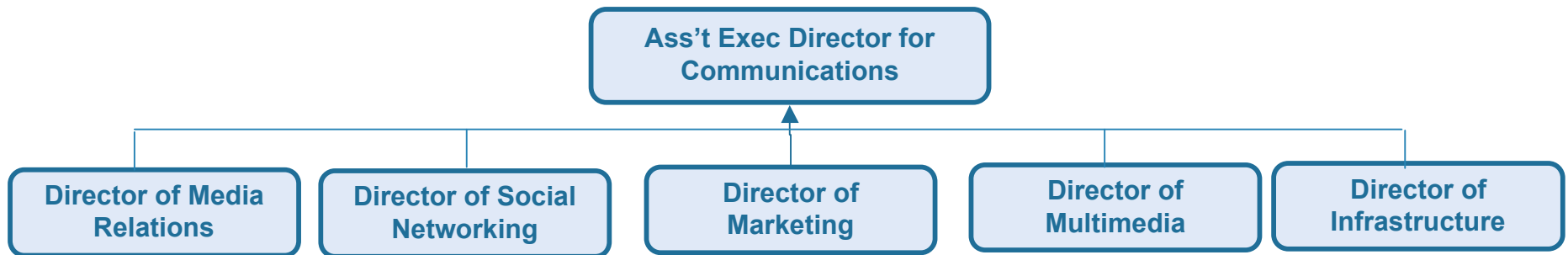
A significant investment in communications staff and technology is critical for AJC's advocacy, branding, fundraising and leadership development goals.

Proposed Go Forward Changes

- New senior-level Assistant Executive Director position
 - drive communications agenda and brand management
- New Director of Marketing position
 - manage integrated online / offline marketing and advertising
- Deliver on vision of AJC as first “fully wired” major Jewish advocacy organization:
 - pursue Web 2.0 social networking applications, with support systems;
 - upgrade / expand IT and communications support
- Deliver on vision of “multi-media news analysis and advocacy leader”
 - add (a) a news editor, (b) additional content production resources, and (c) upgraded / expanded IT support
- Elevate the status and consistency of the AJC brand, internally and externally
- Support with targeted fundraising

Vision for New AJC Communications Organization

Communications leadership requires investments in staff and infrastructure to build the capabilities to realize our communications vision.



Web/Technology Team

- Additional Marketing and Communications Staff
(one set for PR / marketing; another for studio production)
- Dedicated, Communications-Focused IT Staff (as Needed)
- Core Centralized Databases (Donor, Advocacy Target)
- Other Centralized Resources (e.g., master calendar, project websites)

- Support for greater messaging volume
- Additional technology and specialized IT skills
- Enable org-wide access to consistent, real-time info
- Promote / support effective intra-org collaboration

Strategy Overview: Content Development / “Thought Leadership”

More nimble content development -- closely linked to AJC’s advocacy agenda and universal concerns -- will complement AJC’s new communications capabilities.

Future Vision

- Content / topics for AJC’s publications, conferences, news commentary, and marketing significantly informed by advocacy agenda
- Pursue more cost and time effective content models, while maintaining “thought leader” position
- Continue to anticipate emerging issues facing the Jewish people and create thoughtful, well-researched, impactful responses

Current Approach

- Mix of short / impactful and educationally-focused works in enduring topic areas, “one off” publications, and targeted works on advocacy-driven topics
- Institutes and departments independently produce materials, without central coordination / guidance

Proposed Go Forward Changes

- Consistently link AJC content to advocacy agenda and universal concerns:
 - centralize coordination and oversight of materials produced by institutes and departments
- Emphasize immediacy / time-sensitivity in content development
 - focus on “issues of the day”
- Continue to expand use of more cost -- and time -- effective content models

e.g. convene seminars “webinars” commissioned works partnering

Strategy Overview: Fundraising

AJC must systematically expand fundraising responsibilities to “all corners” of its leadership and increase efforts in diverse channels.

Future Vision

- Fundraising responsibility comprehensively embraced -- and effectively executed -- across AJC
- Fundraising linked to leadership development, both organizationally and operationally

Current Approach

- Principally events-focused approach to fundraising
- Fundraising primarily led by the professional fundraising staff and chapter directors

Proposed Go Forward Changes

- Change the culture so that fundraising responsibilities extend across all levels of AJC
- Expand fundraising efforts targeted at additional channels – individual / major gift solicitations, foundations, internet and planned giving
- Implement supporting mechanisms – e.g., integrated donor / prospect database, fundraising training, incentives, “give or get” credit
- Develop comprehensive system for crediting donations that encourages donors and fundraisers to maximize efforts

Strategy Overview: Lay Leader Development

AJC must develop systematic processes for attracting and retaining new leaders and devote sufficient resources to these activities.

Future Vision

- A distinctive AJC capability that encompasses key processes to develop informed and engaged lay leadership and leverage their talents and contributions.

Current Approach

- Informal, ad hoc
- National and chapters independently pursue efforts without organization-wide standards or processes in place

Proposed Go Forward Changes

- Develop model to be used nationally and by field offices that drives more effective leadership development and retention
- Provide additional support for the professional capability area aimed at leadership development
- Incorporate key programs into leadership development path to further strengthen the leadership development process (e.g., Blaustein Institute)
- Classify / better define broad categories of lay leader roles (e.g., Leader / Donor, Donor Only)

Lay Leader Development: Role Classification

AJC will seek to engage those volunteers who want to participate substantively with the agency and bolster benefits of “donor only” categories.

AJC Leaders

*Contributors of time /
personal effort capable of
serving as “ambassadors” of
AJC to the broader world
Willing to serve as individual
“chief development officers”
(maximize fundraising
potential of the agency)*

AJC Donors

*Contributors of
financial support to
the agency
Want to be informed
of agency’s activities
Those who are
“donors only” do not
necessarily want to
be part of the
leadership structure*

Lay Leader Development: Key Challenges – Attracting Right “New Talent”

**For AJC to continue to thrive, it must ensure
the strong and continual inflow of the best new leaders.**

- Continuing to attract and retain the most talented, experienced, and financially-capable Jewish leaders to our Board and to our work
- Reaching out – and effectively and appropriately engaging – high-potential young professionals
- Training and creating a strong and productive “middle leadership” layer at AJC
 - e.g., chairs of commissions and financial committees

Lay Leader Development: Building New Processes

Potential AJC Leadership Development Processes

Identifying and Assessing

- Prospect identification
 - Introductions from BoG members and donors
 - Financial / capability potential assessment
- AJC leadership gap identification
- Attractive entry points at every level

Engaging and Educating

- Ongoing outreach / satisfaction assessment
- Utilize all national leadership opportunities
- Role reassessment (as appropriate)

Effectively Leveraging Potential

- Leader capability / AJC gap matching
- Additional formal leadership roles

Lay Leader Development: Donor Recognition Societies

AJC will also revitalize its “donor recognition societies” -- with benefits linked to contribution levels -- to recognize contributions and to encourage increases over time.

- Engagement opportunities are available to all AJC donors
Examples:
 - Missions
 - Telephonic issue briefings
 - In-person issue briefings/diplomatic meetings
 - Annual Meeting events
 - Mailings
- With the advent of donor recognition societies, the higher the level of one’s gift, the more intimate and high-level the engagement opportunity becomes
- Donor recognition societies can be activated at the national and chapter levels
- Donor recognition societies allow donors who are not part of our governing structure and who are not involved with AJC on a daily basis, to learn about and engage with the work of AJC.

Strategy Overview: Professional Leadership Development

AJC must commit the resources, processes, and policies to bring its professional staff to a level reflecting its size and the stature of its staff.

Future Vision

- Professional staff appropriately supported and positioned to maximize both organizational and individual potential

Current Approach

- Lack of Human and Professional Resources structure
- Lack of clearly articulated Human Resources policies
 - No professional HR director
 - No articulated program for professional leadership development

Proposed Go Forward Changes

- Implement “best practices” in professional leadership development (e.g., training and robust performance planning process)
- Hire a professional HR director

Strategy Overview: Governance

A governance structure that is lean, inclusive and flexible will provide more effective decision-making and better engagement opportunities for lay leaders.

Future Vision

- Governance structure that facilitates more rapid -- yet well-informed -- decision-making and guidance, while reducing legal risk
- More opportunities for meaningful lay leader engagement

Current Approach

- Large numbers of decision-making participants leads to difficulty in day-to-day decision-making and possibly to increased legal risk
- Lack of role clarity and accountability does not reflect “best practices”
- Chapters participate through comments on policies and NC
- Some bodies serve primarily recognition or educational roles
- Commission structure offers limited opportunity for active participation

Proposed Go Forward Changes

- Reaffirm key BoG roles in policy setting, budget approval, officer and BoG election
- Eliminate National Council and replace with chapter representation on BoG
- Shift key fiduciary administrative oversight functions to EC
- Revitalize Policy and Program Committee
- Delineate educational, policy-making and implementation roles of commissions, steering committees and task forces and establish leadership criteria

CR = Chapter Representative

CP = Chapter President

HM = Honorary Member

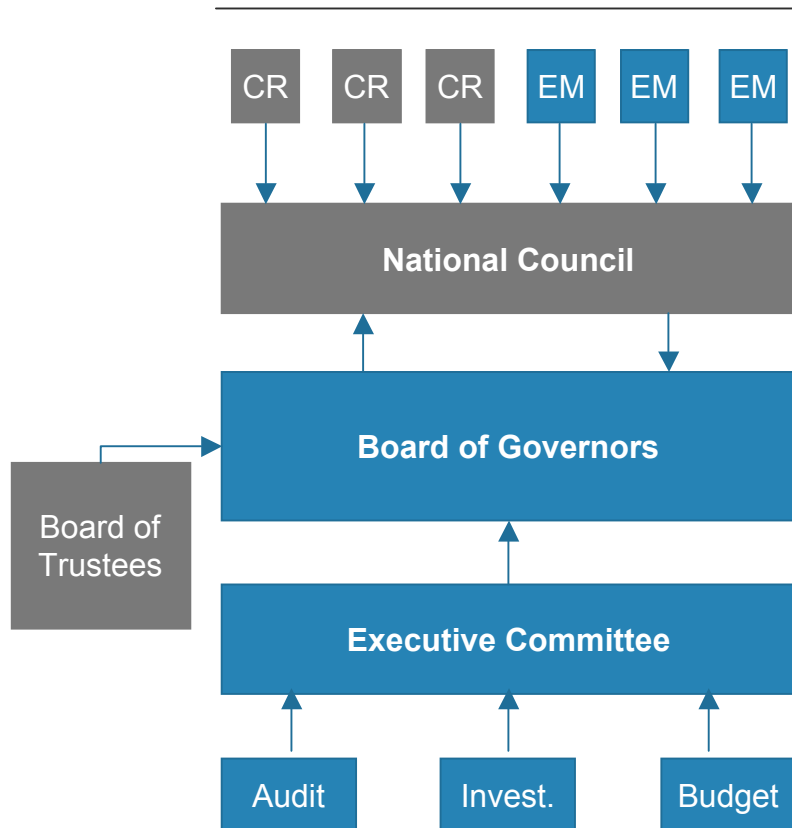
EM = Elected Member

AM = Appointed Member

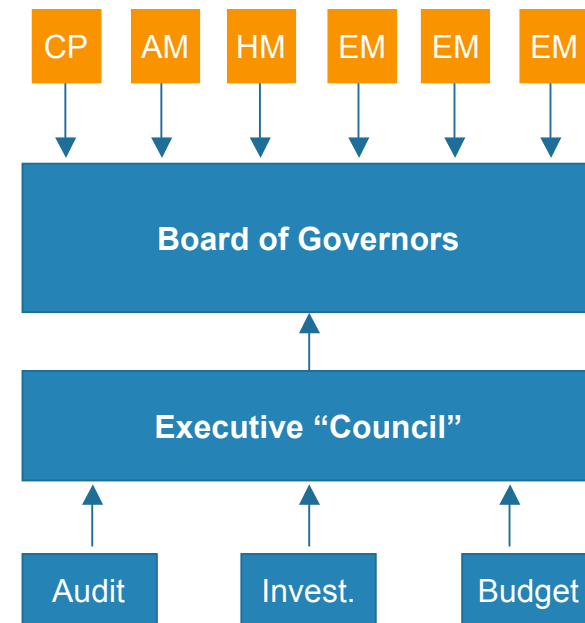
Proposed Shift in Governance Structure

The proposed reorganization of AJC's governance will minimize legal exposure, while preserving lay leader involvement in key decision-making.

Current Structure



Proposed Transitional Structure



- *BoG has the power to set AJC's policies, approve budget, and elect officers and BoG members*
- *EC, as fiduciary, oversees and makes decisions with respect to AJC's financial and administrative business*

Strategy Overview: Governance Improvements Enhance BoG Role

The BoG will continue to set AJC policy, have the sole powers to elect officers and BoG members and amend by-laws, and benefit from increased transparency in AJC governance.

Governance Improvement

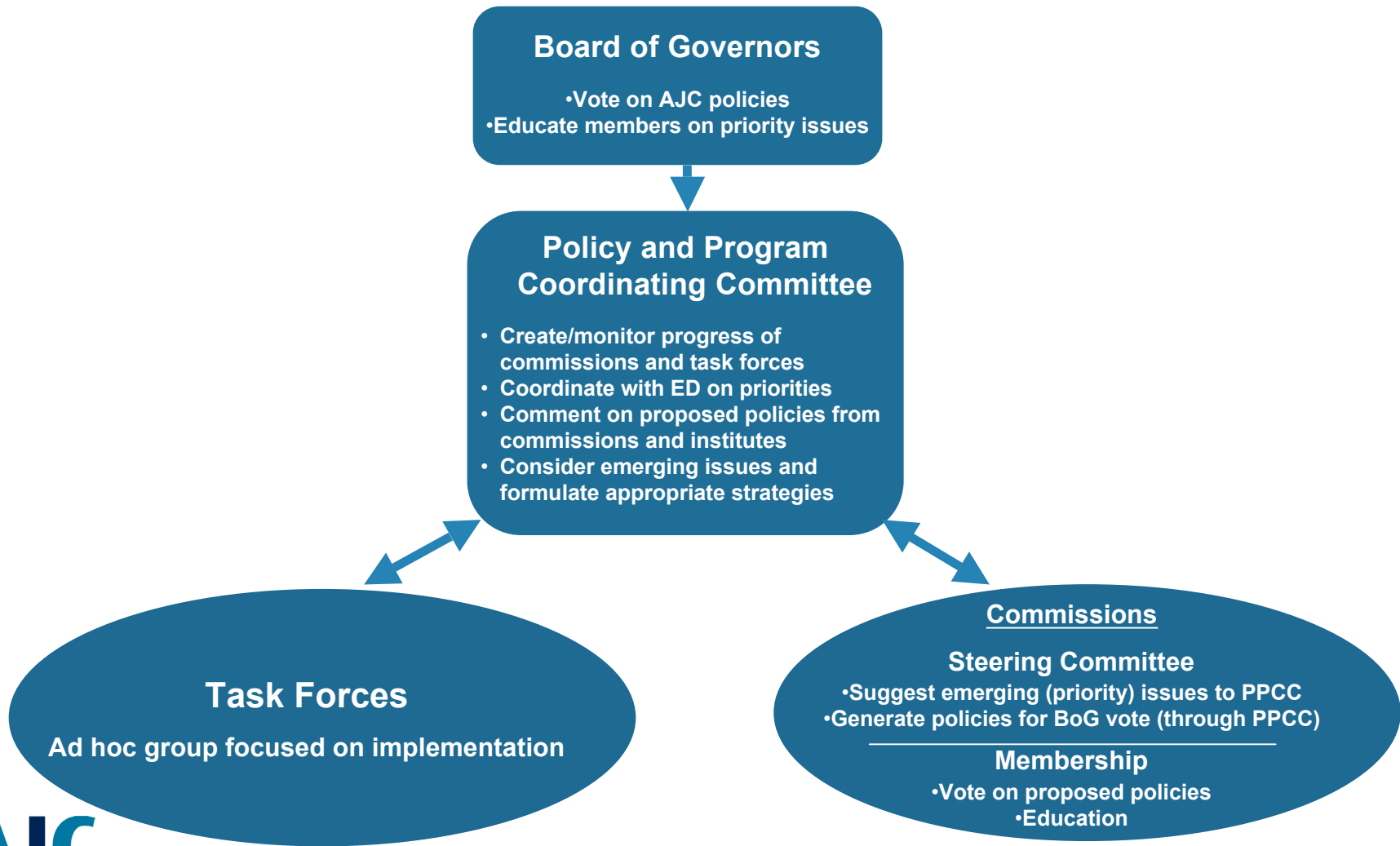
- **Enhanced BoG Role Definition**

- **Increased Transparency**

Future BoG Role

- Amend by-laws
 - Set AJC policies
 - Elect officers
 - Elect BoG members
 - Approve budget
 - Approve all material changes to agency (merger, major restructuring, etc.)
-
- Receive quarterly reports of administrative committees
 - Receive summaries of EC meetings
 - Hold monthly update conference calls or written briefings

Lay Engagement re. Policies and Education



Strategy Overview: Program Priorities and Evaluation

Clearly-articulated programming priorities, goals, and evaluation will increase organizational alignment and impact.

Future Vision

- Programming and priorities linked to advocacy agenda and determined through a straightforward, transparent process

Current Approach

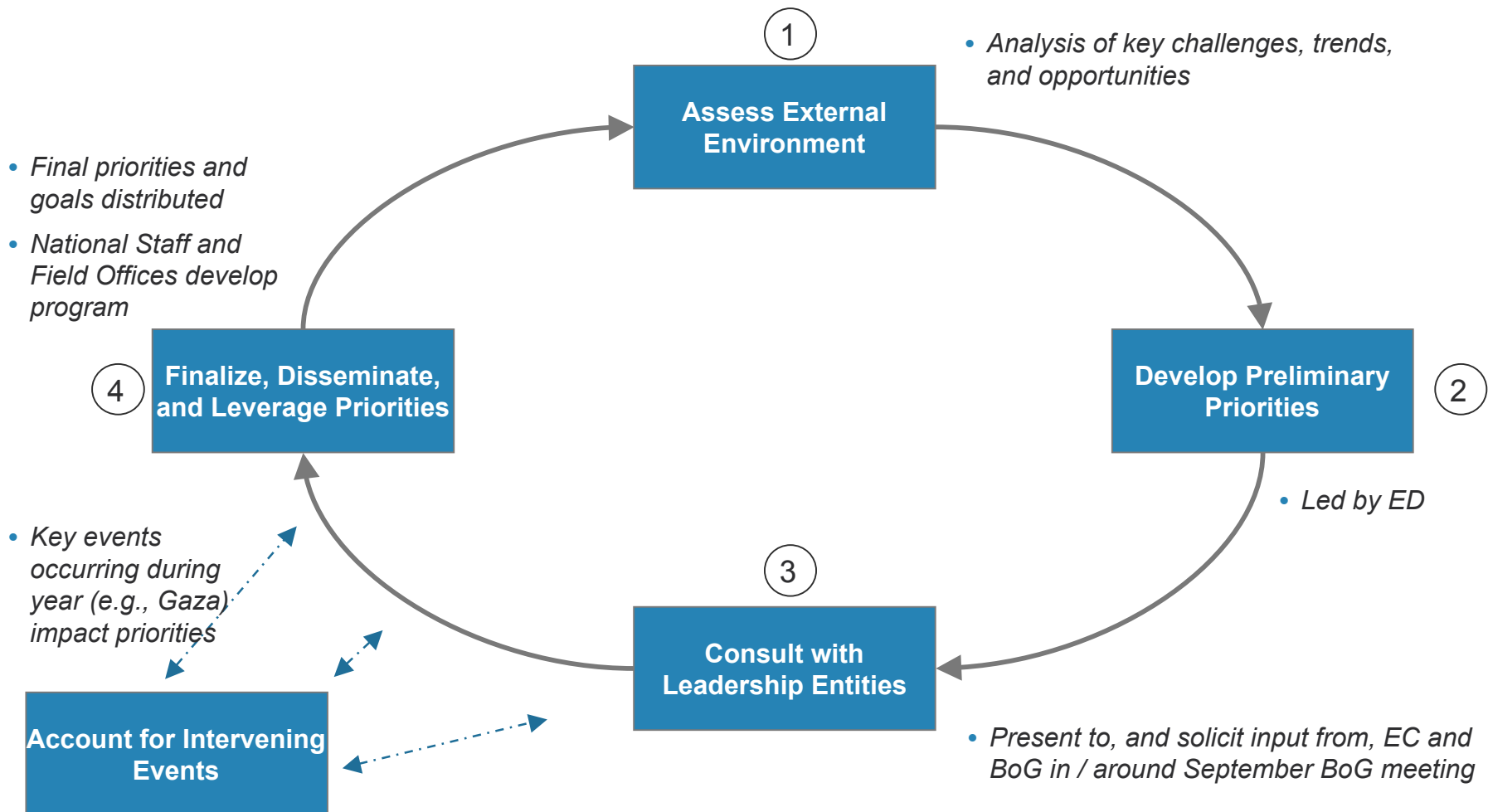
- Program priority-setting and evaluation is ad hoc and decentralized
 - some department / commission processes, but no consensus

Proposed Go Forward Changes

- Adopt formal processes for
 - setting and communicating priorities, and
 - program vetting and evaluation
- Emphasize priorities and impactful programming

Priority Setting Framework

A systematic transparent approach to setting programming priorities will enable alignment of efforts across AJC for maximum impact.



Strategy Overview: Field Operations

Field operations should become seamlessly integrated with national efforts, with a configuration to better fit the current geographic presence of U.S. Jewry.

Future Vision

- A field operation integrated into national – enhances local visibility, clout, and inter-group efforts while optimizing resources
- “Chapters” become “regional offices” to underscore importance and integration

Current Approach

- 28 local chapters -- of varying sizes and strengths -- deployed in virtually all historic population centers for American Jews
- Historic activity focus on community-based inter-religious / inter-ethnic relations, diplomacy and education-focused outreach to local bodies

Proposed Go Forward Changes

- **Alternative “community presence models”** -- regional centers, leadership centers, virtual offices, fully staffed chapters, independent affiliates
- **Regionalize selected areas**
- **Diversified development approach** -- as with national efforts, employ fundraising approaches in addition to dinners
- **Enhanced national department support** -- strengthen support and services from national programming departments for chapter work
- **Greater “local-focused” investment** -- increase national funding of local programming to more fully implement national priorities
- **Increasing use of cost-saving collaboration tools** -- video conferencing, webinar training, online field offices database

Strategy Overview: Field Operations

Field operations need to become more regionalized; they will become centers of activities for larger areas.

Benefits of Regional Centers

- Attract leadership in larger area than traditional chapters
- Leverage AJC's assets (physical space and staff)

Regional Role

- Assist with leadership and donor development
- Coordinate programming

Form of Unit

- Would vary by region depending on size, fundraising and leadership opportunities
- Could be a large or small chapter or a major regional center drawing multiple chapters together.

Proposed Plan

- Begin with 1-2 regions, gain experience and apply knowledge to new regions

Appendix: Strategic Planning Participants

Senior Advisory Group

1. Richard Sideman
2. Mimi Alperin
3. Stanley Bergman
4. Marvin Israelow
5. Jane Silverman
6. David Harris
7. Victoria Schonfeld
8. Dylan Tatz,
coordinator

Strategic Vision Steering Committee

(* denotes lay chair of working group)

- | | |
|---------------------|--------------------------------|
| 1. Richard Sideman | 18. Les Simon* |
| 2. Susan Abravanel | 19. Andre Veissid |
| 3. Mimi Alperin | 20. Sherry Weinman* |
| 4. Julie Baskes* | 21. David Harris |
| 5. Dottie Bennett* | 22. Jaime Kelstein |
| 6. Stanley Bergman | 23. Ken Bandler |
| 7. Richard Berkman* | 24. David Bernstein |
| 8. Jerry Biederman | 25. Guy Billauer |
| 9. Efi Chalamish | 26. Jim Busis |
| 10. Bob Elman* | 27. Rick Hyne |
| 11. Marvin Israelow | 28. Jason Isaacson |
| 12. Shrub Kempner | 29. Jon Levine |
| 13. Alan Melamed* | 30. Rebecca Neuwirth |
| 14. Linda Mirels | 31. Julie Schair |
| 15. Larry Ramer* | 32. Victoria Schonfeld |
| 16. David Rousso* | 33. Dylan Tatz,
coordinator |
| 17. Jane Silverman* | |

Chapters WG

- | | |
|---------------------------|--------------------------------|
| 1. Bob Elman, co-chair | 10. Adam Weiss |
| 2. David Rousso, co-chair | 11. Jon Levine, staff
chair |
| 3. Mont Levy | 12. Andy Baker |
| 4. Ken Makovsky | 13. David Bernstein |
| 5. Bonnie Podolsky | 14. Randy Brown |
| 6. Ben Samuels | 15. Ann Schaffer |
| 7. Jane Silverman | 16. Kendra Shore |
| 8. Robert Stein | 17. Ann Tourk |
| 9. Steve Weinstein | |

Communications WG

- | | |
|---------------------------|---------------------------------|
| 1. Sherry Weinman, chair | 12. Edward Meyer |
| 2. Jocelyn Attal | 13. Barbara Perlmutter |
| 3. Matt Coen | 14. Michael Rosenbaum |
| 4. Herb Corbin | 15. Lucy Siegel |
| 5. Diane Aboulafia D'Jaen | 16. Ari Wallach |
| 6. Henry Dreifus | 17. Ted Zagat |
| 7. Alex Gerson | 18. Ken Bandler, staff
chair |
| 8. Naomi Gitlin | 19. Victoria Schonfeld |
| 9. Suzanne Lasky-Gerard | 20. Todd Winer |
| 10. Ken Makovsky | |
| 11. Alan Melamed | |

Strategic Planning Participants

Professional Resources WG

- | | |
|---------------------|-------------------------------|
| 1. Les Simon, chair | 8. Melanie Maron, staff chair |
| 2. Susan Abravanel | 9. Lena Altman |
| 3. Jeremy Dauber | 10. Carmiel Arbit |
| 4. Alicia Grossman | 11. Rick Hyne |
| 5. Karen Hauser | 12. Noam Marans |
| 6. Bernita King | 13. Shifra Sharbat |
| 7. Sarah Silverman | 14. Kara Stein |

Lay Leadership Development

- | | |
|------------------------|--------------------------------------|
| 1. Alan Melamed, chair | 10. Beth Paradies |
| 2. Paula Bennett | 11. Elizabeth Planet |
| 3. Marion Bergman | 12. Stephanie Pulver |
| 4. Sherrie Glass | 13. Barry Wallach |
| 5. Karen Imas | 14. Rebecca Neuwirth,
staff chair |
| 6. Daniel Inlender | 15. Kari Alterman |
| 7. Mont Levy | 16. Amy Althoff |
| 8. Tony Meyer | 17. Yael Amit |
| 9. Larry Neubauer | 18. Nadine Binstock |
| | 19. Marta Mucznik |
| | 20. Brian Siegal |
| | 21. Diane Steinman |

Programs and Priorities WG

1. Julie Baskes, chair
2. Alex Attal
3. Jerry Biederman
4. Betty Cotton
5. Lois Frank
6. Norman Gelman
7. Evan Heller
8. David Inlander
9. Carol Nelkin
10. Daniel Pincus
11. Allan Reich
12. Craig Unterberg
13. Helene White
14. Dov Zakheim
15. David Bernstein, staff chair
16. Richard Foltin
17. Jason Isaacson
18. Eliseo Neuman
19. Dina Siegel-Vann
20. Lee Shapiro
21. Nisha Shrier
22. John Thomason

Development/Fundraising WG

- | | |
|-----------------------------|------------------------------|
| 1. Dottie Bennett, chair | 9. Emily Soloff, staff chair |
| 2. Martine Fleishman | 10. Cathy Bezozo |
| 3. Ken Levine | 11. Leslie Damron |
| 4. Karen Levy | 12. Simcha Druck |
| 5. Joel Mogy | 13. Allyson Gall |
| 6. Harriet Schleifer | 14. Lisa Hoff |
| 7. Haim Zaltzman | 15. Doug Lieb |
| 8. Jaime Kelstein, resource | 16. Robin Phillips |
| | 17. Julie Schair |

Governance WG

- | | |
|--------------------------|--|
| 1. Jane Silverman, chair | 11. Daniel Pincus |
| 2. Mimi Alperin | 12. Nancy Reichman |
| 3. Betty Cotton | 13. David Rose |
| 4. Andrew Doctoroff | 14. David Rousso |
| 5. Moshe Dunie | 15. Peter Rosenblatt |
| 6. Billie Gold | 16. Martine Rubenstein |
| 7. Marvin Israelow | 17. Victoria Schonfeld,
staff chair |
| 8. Shrub Kempner | 18. Steve Bayme |
| 9. Martin Krall | 19. Harvey Belkin |
| 10. Linda Mirels | 20. Leslie Damron |

