



safety respect equity

SRE Network Strategic Plan Executive Summary 2024-2026



“You are not obligated to complete the work, but neither are you free to desist from it.” - Pirkei Avot

September 2023 ~ Elul 5783/Tishrei 5784

I am excited to share with you the SRE Network 2024-2026 Strategic Plan. This plan is the culmination of nearly a year of listening, learning, reflecting, and dreaming together. As we embark on this next step in our journey together, I am strengthened by the five years of partnerships, 165 members, and \$5M in grants we have invested to build safer, more respectful and equitable Jewish communal spaces. Through this collective work, SRE Network witnessed the commitment of our community's leaders to advance these values and also the presence of daily injustices from inequity to discrimination. It is precisely both realities that drove us to embark on this strategic plan.

Over the next three years, we will be focusing our efforts on weaving a strong network, making high impact community investments, and sharing emerging resources. We envision a Jewish communal landscape that is safe, respectful, and equitable, where people are free from abuse, engage one another with dignity, and are treated fairly. I am in deep gratitude to the 100+ SRE Network members, funders, grantees, and strategic planning committee who participated in our strategic planning survey and listening tour, as well as to our staff and advisors who guided us in this process. Onward!



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Executive Director, SRE Network

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About SRE Network

SRE Network promotes Jewish workplaces and communal spaces in becoming safe, respectful, and equitable through network building, resource sharing, and community investments. We envision a Jewish communal landscape that is safe, respectful, and equitable, where people are free from abuse, engage one another with dignity, and are treated fairly.

Core Principles

As we carry out our work, we will use Jewish texts, values, and traditions to ground the work of SRE and our belief in what is possible and be guided by our three core principles, which have been further refined with input from our community:

Safety: Our environments are free from harassment, abuse, and violence.

Respect: We each engage one another with the Jewish value of kavod habriyot, which recognizes the inherent dignity of each and every person.

Equity: All people are treated fairly. Meaningful pathways and access to opportunities and advancement are provided to close demographic disparities.

“Kavod Habriyot: an extremely precious quality; indeed, no quality is more precious than it — a human’s dignity.” - Rabbi Menacham Meiri

Impact to Date

We launched in 2018 in response to the cascade of #metoo testimonies surfacing publicly and privately from Jewish workplaces, synagogues and communal spaces. A committed group of early funders and practitioners came together to do something about it. Over the 5 years since, we have grown to a network of 165 SRE Network Members, Jewish organizations committed to the SRE Workplace and Communal Standards, and we have invested over \$5.5 million in grants over 5 years to 45 grantees.



165 Network Members



\$5.5M over 5 years

“With SRE’s powerful support, we’ve been able to amplify our voice, and we’ve been able to engage our partners with the very difficult but needed work of accountability and repair, finding a path forward.” - SRE Member

Our Approach

SRE Network promotes Jewish workplaces and communal spaces in becoming safe, respectful, and equitable through network building, resource sharing, and community investments. We envision a Jewish communal landscape that is safe, respectful, and equitable, where people are free from abuse, engage one another with dignity, and are treated fairly.



Network building: Fostering constituent relations, member learning sessions, an annual convening, network weaving, and funder engagement.



Resource sharing: Lifting up field learning and research, providing strategic guidance to organizations, learning opportunities, public speaking, and thought leadership.



Community investments: Providing grants, technical assistance, investments in partnerships with experts, practitioners, and growing communities of practice.

Our 2024-2026 Plan

Informed by the voices of over 100 members, funders, grantees, and partners, our strategic planning process aimed at understanding our impact to date, and understanding emerging needs moving forward. What emerged from this process were the following needs:

- Stronger member accountability and for membership to have more “teeth.”
- More resources, including policies, trainings, and guides, specifically around equity and accountability.
- Increased awareness around our existing services and resources.
- Shared clarity around our community investment and grantmaking process.

Through this plan, we have further refined our approach in these areas. Historically, women have been underpaid, under-promoted, and subject to harassment in workplaces. Given this continued reality, our work will continue to focus on **efforts that address the needs of women-identified individuals** in Jewish workplaces and communal spaces. We also understand that there is a **broader need to support safety, respect, and equity across diverse identities**. We understand gender to exist on a continuum and enthusiastically support the active participation and recognition of all gender identities and expressions in both our programming as well as our Jewish workplaces and communal spaces. Both our gender-focused and broader safety, respect, and equity culture change efforts will **continue to be guided by a multi-dimensional, intersectional understanding** of identity, structural bias, and inequity.

“Being a part of the SRE Network gives me a sense of belonging to a greater group of agencies and professionals that are dedicated to the same values we are.”

- SRE Member

Goals

The goals outlined below and expanded on further in our full plan capture what SRE Network knows is needed to successfully sustain this budding ecosystem of positive workplace and communal culture change over the next three years:

Goal 1

Support network growth, accountability, and impact through three engagement pathways (members, affiliates, and partners) and new membership benefits.

Goal 2

Embed safety, respect, and equity values and the SRE Standards across our sector by highlighting and expanding learning, resources, and strategic guidance across safety, respect, and equity.

Goal 3

Expand our collective impact by awarding \$3M to affiliates and members over the course of the next three years.

Goal 4

Drive greater awareness of safety, respect, and equity issues, and SRE Network's work and services by investing in communications and thought leadership.

Goal 5

Ensure sustained growth and impact by building SRE's organizational capacity.

Outcomes

- Constituents have a deeper relationship with SRE Network and feel more **accountable to enact change** [2024-26].
- The size of SRE Network increases to **200 members and 100 affiliates** [2024-26].
- Grantee organizations are able to implement meaningful safety, respect, and equity related changes with a clear impact **within their organizations and in the wider field**, as evidenced by grant reporting, 2026 Standards Self-Assessment Survey results, and impact stories [2024-26].
- There is a **broader awareness of s,r,e issues, and SRE Network** as evidenced by feedback from constituents and their understanding of our mission, vision, approach, and our breadth of services [2024-25].
- SRE Network has new, sustainable funding sources and a team that is energized, thriving, growing, and effective [2024-26].

Additional learning about our goals and strategic plan can be found in our [FAQ](#).

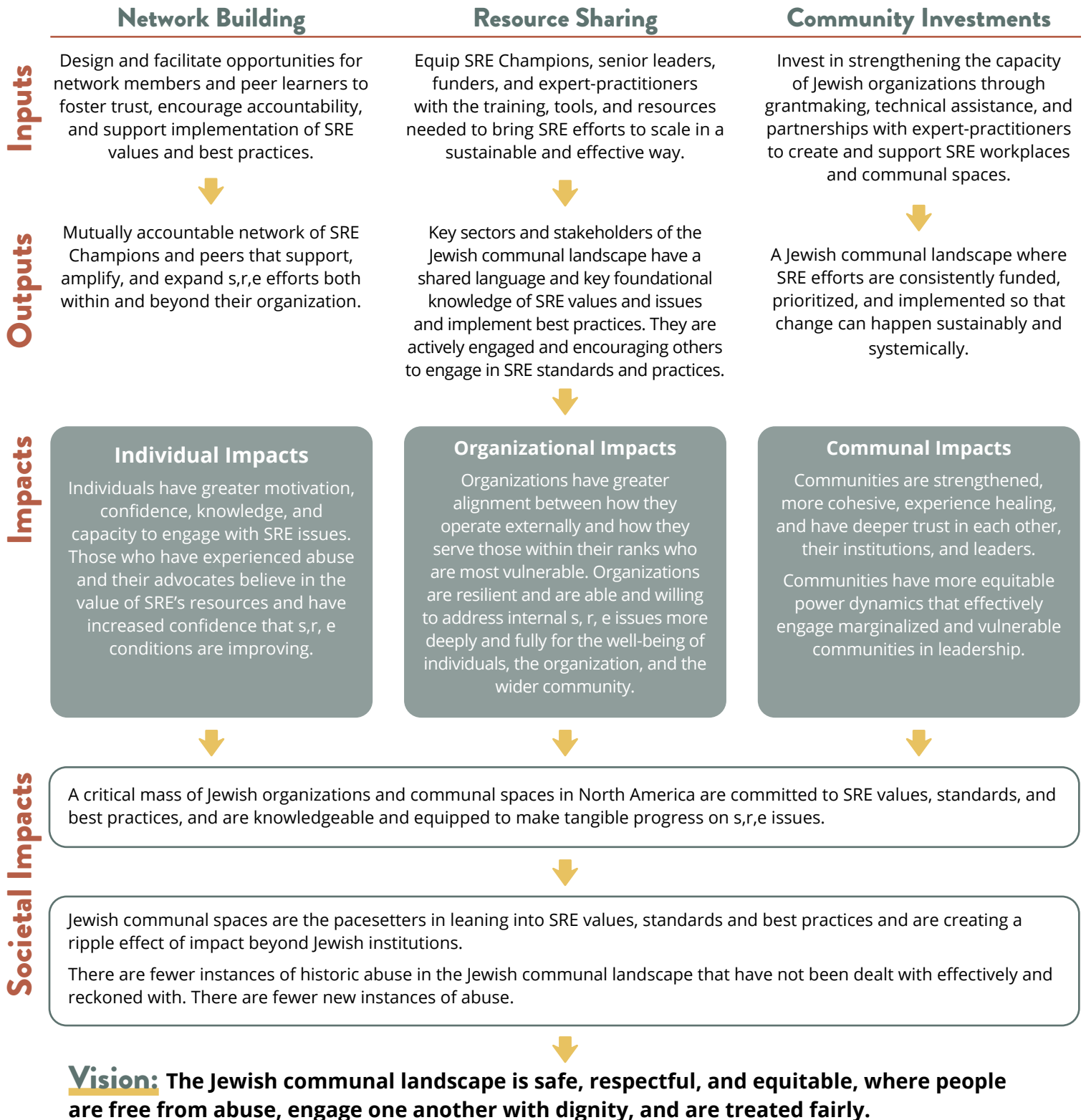
Our Model

We utilize a collective impact model in which stakeholders are invited to plug into the SRE Network, have a common understanding of safety, respect, and equity issues, and develop a mutual agreement around how to solve them.

We operate at the individual, organizational, and communal levels in a mutually reinforcing feedback loop to catalyze meaningful change. This includes partnering with and lifting up other experts in the field. As such, we are a platform and field-builder, as well as a network. We believe that organizations are capable of creating and sustaining safe, respectful, and equitable workplaces for all, provided there are organizational leaders and SRE Champions within organizations that are committed and have the skills, tools, and resources to make meaningful change. We know that this work can have larger positive ripple effects across the Jewish community.



Mission: The SRE Network promotes Jewish workplaces and communal spaces in becoming safe, respectful, and equitable through network building, resource sharing, and community investments.

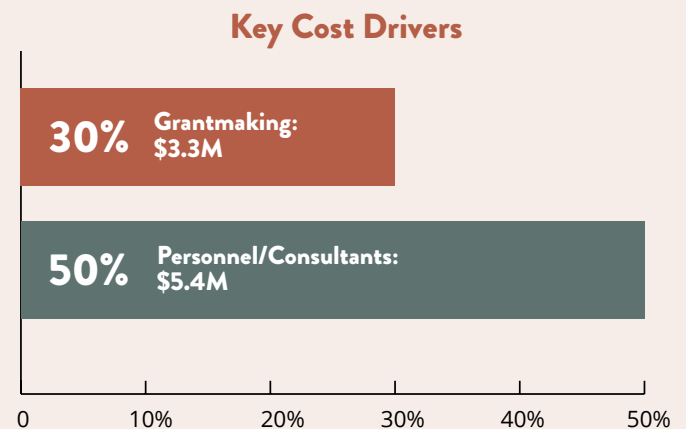
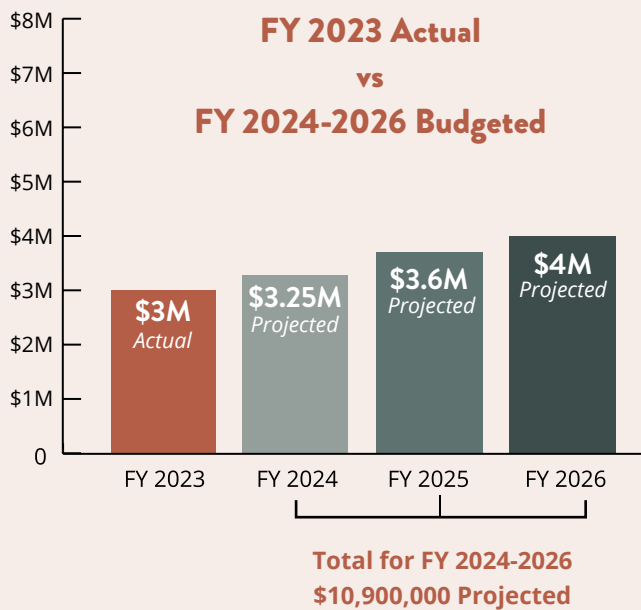


Budget

To achieve this ambitious plan, SRE Network has budgeted a gradual 30% budget growth over 3 years (2024-2026).

Growing our annual operating budget will enable us to:

- Deepen our community investment grantmaking strategy.
- Add 7 new staff roles gradually over the three years.
- Provide support to over 300 members and affiliate organizations.
- Gather annual data through our assessment revealing year-over-year progress and areas of additional support to ensure the sector advances.
- Keep topics of safety, respect, and equity at the forefront in communal leadership discussions as a result of strategies ranging from communities of practice to national thought leadership.



To meet this goal, we will seek to raise \$10.9 million over 3 years from both existing and new funders:

- Secure renewed support from existing funders (\$6.76 million) and increase that support by a cumulative 8% over prior years (+\$540k) for a total of \$7.3 million over 3 years.
- Secure support from new funders for a total of \$3.6 million over 3 years.

Thank You + Take Action

- You can find additional information about the plan on our [FAQ page](#).
- Learn more about how to **become a member** or about our community by receiving our [monthly newsletter](#).
- Make sure your organization completes the [Self-Assessment Survey](#) this winter.
- **Support our work.** We're currently meeting with funders interested in learning more about how they can help us build a sector that is more safe, respectful, and equitable.

Visit srenetwork.org/planFAQ to learn more.

Reach out to info@srenetwork.org to connect your organization to our growing network .

With gratitude to our funders past and present who have made this work possible including:

Aviv Foundation • Charles and Lynn Schusterman Family Philanthropies
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Righteous Persons Foundation • The Russell Berrie Foundation

The logo for SRE (Safety, Respect, Equity) features the lowercase letters 'sre' in a bold, dark teal, sans-serif font. A thin horizontal line is positioned below the letters.

safety respect equity