



**Mayyim Hayyim
3-Year Strategic Plan: A National Vision**

What's our vision for this plan?

Over the next three years, **we will transform Mayyim Hayyim into a national organization** that will build and lead the field of Open Mikveh to create a **more inclusive, spiritually nourished Jewish community** in Boston and around the world





At this moment...

Jewish life often has barriers to participation. **Mayyim Hayyim offers accessible, meaningful pathways to Jewish engagement** via an ancient ritual made new.

Mayyim Hayyim believes in the sanctity of every person, the validity of every identity, and the power of inclusive Jewish spaces. **Mayyim Hayyim is a model of radical inclusion, creativity, and Jewish ritual innovation** as our culture strives toward increased diversity, equity, and intersectionality.

Our response to the COVID-19 crisis accelerated our capacity to reach a national audience. **This plan is responsive** to those opportunities and allows for **flexibility and further innovation** as conditions change.



Long term outcomes include...

Mikveh becoming **a sought-after resource** for marking Jewish and secular life transitions, and a model for Jewish ritual innovation

Inclusive mikva'ot being commonplace across the country and around the world

Mikveh **providing more completely for the spiritual needs** of the entire spectrum of the Jewish community at any moment of celebration, healing, or transition

Jewish life feeling **compelling, relevant, and integral** to the human experience

What are the areas of work?

Broaden the impact of our programming	Build the field of Open Mikveh	Design a strong “irrigation” system to nourish and sustain
<p>Expand our education center</p> <p>Lower barriers to immersion</p> <p>Create pipelines for new partnerships and programs</p> <p>Use storytelling and the arts to illustrate the power of immersion</p>	<p>Continue to build a network of Open mikva’ot</p> <p>Amplify values that represent best practices</p> <p>Build an onramp for communities without mikva’ot</p> <p>Help direct funding to partners in the network</p>	<p>Navigate growth through new model & governance structure</p> <p>Scale our culture prioritizing connectedness, focus on diversity, equity, and inclusion</p> <p>Promote financial sustainability</p>



Outcomes of broadening our impact

More communities and individuals will have **access to programming and content that inspires** them to innovate and make meaning in their own Jewish lives

Enable partner organizations to **make mikveh a bigger part of their work**

Those who come to Mayyim Hayyim will **discover the wholeness, meaning, and connection** that comes from using ritual to mark transitions

Other spheres of the Jewish community will **draw inspiration from our work**

Outcomes of building the field of Open Mikveh

Bring **more communities and stakeholders** into this collaborative work

Provide **support and resources to new communities** looking to build a new mikveh

Increase the number of Mikveh Guides around the world who can **facilitate meaningful experiences**

Increase the **number of mikva'ot embracing Open principles**

Create a **community with a shared understanding** of the Open Mikveh Movement



Outcomes of a strong “irrigation” system

Meaningful press coverage, with **stakeholders informed and excited**

Mayyim Hayyim becomes a **more diverse and equitable space, that serves as a model** to other Jewish organizations through deep, authentic, and integrated engagement with DEI

Rising Tide members feel like they have a voice in the network

More revenue for classes and programs, **increased support from both local and national funders**, and **connections to new funding sources** through field-building opportunities



Appendix: Our Theories of Change

Theory of Change: Broadening Impact

Mayyim Hayyim Purpose: To make the mikveh relevant and accessible to all Jews and those becoming Jewish

Problems

The Jewish community is not always the accessible place we want it to be

Participating in Jewish life can feel isolating, rote, or even irrelevant

Many Jews don't have a framework for mikveh as a meaningful ritual

Access to an inclusive mikveh is limited

Life can be frenetic and overloaded; powering through life's transitions without marking them exacerbates this

Strategic Priorities

Raise awareness around the values of access and inclusion at the mikveh and in the broader Jewish community

Broaden our reach and create new opportunities for learning, both internally and externally

Use our Boston site as a "test kitchen" for program innovation

Harmonize Boston-based and national/international efforts for sustainable growth

Help individual donors, foundations, and communities understand the value of an open mikveh

Anchor the contemporary Jewish experience in tradition, modeling compelling ritual innovation and empowerment opportunities

Strategies

Lower barriers to immersion

Expand our education center to offer robust programming to diverse audiences around the world

Create pipelines for developing, testing, and distributing content and best practices and engage end-users, partners, and network members

Use storytelling and the arts to illustrate the power of immersion and the value of ritual renewal in inclusive spaces

Seek out opportunities for partnership across the Jewish communal landscape to create or amplify programming

Build the field through thought leadership, conferences, and press

Target

Constituencies

People looking to deepen their relationship to their Judaism in new ways

People who are excluded or not actively affirmed in Jewish spaces because of specific identities, interfaith families

Observant Jews who may feel unfulfilled by rote practice

Jews and people becoming Jewish at moments of life transitions and healing

Clergy

Congregations

Jewish educators

Jewish healing professionals

The Greater Boston Jewish Community

The Rising Tide Network and other (inter)national communities

Short-term Outcomes

More communities and individuals will have access to programming that inspires them to enrich in their own Jewish lives

Enable partner organizations to make mikveh a bigger part of their work

Those who come to Mayyim Hayyim will discover the wholeness, meaning and connection that comes from using ritual to mark transitions

Other spheres of the Jewish community will draw inspiration from our work

Long-term Outcomes

Welcoming, accessible mikva'ot will be found all over the country and world

Provide more completely for the spiritual needs of the entire spectrum of the Jewish community at any moment of celebration, healing or transition

Jewish life will feel compelling, relevant, and integral to the human experience

Impact: Create a more vibrant, welcoming, inclusive Jewish community

Theory of Change: Building the Field

Rising Tide Purpose: Strengthen and support the emerging field of welcoming mikva'ot, nationally and internationally

Problems

Access to a welcoming mikveh is extremely limited

There are inconsistencies around how mikveh communities interpret and practice inclusivity

Lack of collaboration and cohesion with few ways to support one another in this emerging field

Low capacity on the part of existing communities to proactively learn and grow

Challenging, unnecessary and inefficient for new communities to reinvent the wheel

Consulting projects to emerging communities are expensive and time-intensive

American Judaism continues towards disaffiliation; institutional Judaism continues to wrestle with engaging unaffiliated Jews

Funders and communal leadership lack an understanding of the potential that a vibrant mikveh can have on an entire community

Strategic Priorities

Provide leadership and shape to the field

Support mikva'ot who share our core values

Widen the network to include a broader group of welcoming mikva'ot

Raise the profile of the field to help donors and communities understand the value of these institutions

Strategies

Amplify a set of values that represents the best practices of open mikveh

Create opportunities for learning, collaborative problem-solving, knowledge-sharing, and relationship-building

Develop, adapt, and share Boston "test kitchen" resources, training, and curricula with target constituencies

Help direct funding to institutions in the network

Use stories and storytelling to illustrate the value and potential of transforming communities through the ritual of mikveh

Develop relationships with and recruit mikva'ot not yet in network

Build an on-ramp for communities without mikva'ot

Target Constituencies

Established community mikva'ot

Emerging mikveh communities looking to build

Vibrant Jewish communities without a mikveh

Mikveh communities shifting to be more active, open, and/or inclusive

Mikveh Guides

Changemakers (individual or institutional) impacting the field

Short-term Outcomes

Bring more communities and stakeholders into this collaborative work

Provide support and resources to new communities looking to build a new mikveh

Increase the number of Mikveh Guides around the world who can facilitate meaningful experiences

Increase the number of mikva'ot embracing open principles

Create a community with a shared understanding of the open mikveh movement

Long-term Outcomes

Mikveh will become a sought-after resource for marking Jewish and secular life transitions

Inclusive mikva'ot will be commonplace around the world

Provide more completely for the spiritual needs of the entire spectrum of the Jewish community at any moment of celebration, healing or transition.

Impact: Ensure that a welcoming, inclusive mikveh is accessible to the full Jewish community no matter where they live