

---

(List Names of Group Members)

**JELF Board Retreat**  
**Breakout Exercise #1:**  
**Compare / Contrast JELF's Strategic Plans**

Purpose: To reflect briefly on how JELF's strategy has evolved over time and use those lessons to sharpen and stress-test measurable goals for our 2025-2030 plan.

*Over the last 20 years, JELF has had several strategic plans - each shaped by where the organization was at the time. Some goals were too ambitious / unrealistic. Others were harder to execute or took longer than expected.*

*This conversation is not about critique. It's about learning – so that the goals we've set for 2025 – 2030 are not just aspirational, but achievable and well-supported.*

*As you read it, consider the following:*

**Q1:** Where do you think JELF was most accurate in its ambition – or goals that stretched us but were realistic?

**Q2:** What are examples of goals that may have outpaced infrastructure, staffing or fundraising capacity over time?

## Group #4 Measurable Goal:

### **Organizational capacity to support scale**

- **Clarity**

1. Is this goal clearly defined and measurable?
  
2. Do we understand what success looks like?

- **Feasibility**

1. Based on what we've learned from past plans, what *has* to be true for this goal to be achievable?
  
2. What are the biggest risks or constraints?

- **Ownership**

1. Who (staff, board, committees) must own progress on this goal?
  
2. Where does the board's role matter most?

- **Early Signals**

By **year 2**, what would tell us we're on track - or not?