

# 5 Goals

## Overview – 5 Goals:

- 1) **Thought Leadership:** We will develop a thought leadership initiative that will expand our reach via creative use of technology, teaching to key audiences for recruitment and development, and offering resources and educational opportunities for alumni and lay leaders in partnership with appropriate organizations. This will strive to enhance HUC-JIR's position as a vibrant intellectual center for scholarship, research and learning within the Reform Jewish community and the Jewish world.
- 2) **Recruitment and Admissions:** We will evaluate, reshape and implement new recruitment and admissions strategies that will raise the number of quality incoming students across all programs and create a new generation of first-rate Reform Jewish leaders to serve the Jewish people and the world.
- 3) **Sustainability and Growth:** We will continue to build and sustain the Reform movement and its congregations and organizations, and work to secure its future and funding. At the same time, we will develop new sources of revenue and fundraising, enhanced efficiency in our operations and broader pluralistic outreach, making our institution more widely relevant, financially sustainable and self-sufficient.
- 4) **Curriculum:** We will create a process for the review and redesign of our various curricula and programmatic offerings, starting with the rabbinical program, in order to prepare students to meet the needs and challenges of the changing Jewish world. One specific focus of this process will be to examine the Hebrew skills of our students and how we can enhance language learning through creative new means in Jerusalem and the stateside campuses. We will also evaluate our faculty, library and archival resources for their appropriateness, relevance and currency.
- 5) **Israel:** We will continue the process of crafting HUC-JIR's key role in building and sustaining the progressive and Reform values in the state of Israel, and the relationship between Israel and global Judaism, even as we examine new ways that our campus in Jerusalem can influence this relationship, produce revenue, and continue to build the Israeli Reform movement.

# Goal 1: Provide Thought Leadership for the Jewish Community

## Objective A: Teach to Key audiences for recruitment and development

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>1. Hold annual conference beginning in AY 15/16</b>	Develop 4 themes for 4 annual conferences to rotate campuses	<ul style="list-style-type: none"> <li>• Marketing study</li> <li>• Business case                             <ul style="list-style-type: none"> <li>➤ # of conference attendees (↑)</li> <li>➤ # of dollars raised (↑)</li> </ul> </li> </ul>
<b>2. Create elite high school and college programs</b>	Plan for hybrid program to attract students beginning in AY 16/17	<ul style="list-style-type: none"> <li>• Program production schedule and plan                             <ul style="list-style-type: none"> <li>➤ # of applicants to program (↑)</li> <li>➤ # of participants in program (↑)</li> <li>➤ Program participants who apply to HUC-JIR (↑)</li> </ul> </li> </ul>

## Objective B: Offer resources and education opportunities for alumni and lay leaders

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>3. Leverage Zimmerman Institute model</b>	Lay leaders in retreat environment, includes donors, volunteers, board members, other Jewish leaders	<ul style="list-style-type: none"> <li>• Plan and schedule for creation of new program                             <ul style="list-style-type: none"> <li>➤ # of program participants (↑)</li> <li>➤ Dollars raised from program participants (↑)</li> </ul> </li> </ul>
<b>4. Expand alumni learning opportunities with quick wins and long-term programs</b>	E.g. micro-certification, courses, best practices sharing, holiday prep, Hebrew discussion days, faculty book club	<ul style="list-style-type: none"> <li>• Alumni learning plan and schedule                             <ul style="list-style-type: none"> <li>➤ # of alumni participants (↑)</li> </ul> </li> </ul>

## Objective C: Develop initiatives that expand our reach via creative use of technology

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>5. Continue expansion of web presence and offerings</b>	<ul style="list-style-type: none"> <li>- Expansion of College Commons experience to additional congregations</li> <li>- More and better content available on the “Learn” section of our website</li> <li>- Continued enhancement of HUC.edu in terms of functionality and appeal</li> </ul>	<ul style="list-style-type: none"> <li>➤ Hits on HUC.edu (↑)</li> <li>➤ Number of congregations participating in College Commons (↑)</li> </ul>

- Indicates measurable metric
- Indicates a deliverable
- ↑↓ Indicate desired direction of metric

## Goal 2: Reshape recruitment & admissions to raise the number of quality incoming students

### Objective A: Evaluate, reshape and implement new recruitment and admissions strategies

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>1. Refine current program to include strategies and timelines to increase enrollment</b>	Using NORA strategic plan as a jumping off point.	<ul style="list-style-type: none"> <li>• Work plan for 2014/15 and beyond</li> </ul>
<b>2. Review financial aid policies with aim of increasing enrollment</b>	Consider merit-based aid and changes to definition of “in need”	<ul style="list-style-type: none"> <li>• Analysis of financial aid policies                             <ul style="list-style-type: none"> <li>➤ # of eligible students receiving financial aid (↑)</li> <li>➤ TARGET: 0 eligible students choose not to attend because of program costs</li> </ul> </li> </ul>
<b>3. Deploy enhanced strategies for bringing new applicants to the college-institute using our campuses and through our alumni networks</b>	Increase the number and intensity of HUC-JIR alumni engaging in recruitment as well as planned events for prospective students on all four campuses	<ul style="list-style-type: none"> <li>• Schedule of on-campus events                             <ul style="list-style-type: none"> <li>➤ # of prospective students brought to campus</li> </ul> </li> <li>• Plan and schedule for faculty/admin participation                             <ul style="list-style-type: none"> <li>➤ # of faculty/admin hours spent on recruitment (↑)</li> <li>➤ Number of prospective students who meet personally with a member of the HUC-JIR staff or faculty (↑)</li> </ul> </li> </ul>
<b>4. Expand partnerships with external groups for implicit and explicit recruitment initiatives</b>	Reform movement partners as well as external (e.g. Hillel, Birthright, AIPAC, JStreet, AEPi, Adamah)	<ul style="list-style-type: none"> <li>➤ Number of explicit and implicit recruitment events and meetings (↑)</li> </ul>

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# Goal 3: Continue to build and sustain the Reform movement and its congregations and organizations and work to secure its future and funding

## Objective A: Develop new sources of revenue

Strategies/Initiatives	Description or Tactics	Deliverables and Metrics
<b>1. Leverage real estate portfolio for increased revenue</b>	a. Jerusalem: Hotel rezoning effort, congregational visits	<ul style="list-style-type: none"> <li>➤ Number of congregations visiting campus (↑)</li> <li>➤ Dollars earned from congregational programming (↑)</li> <li>➤ Dollars raised from rezoned property (↑)</li> </ul>
	b. NYC: Cellular antenna, additional space rentals, events and conference center build out	<ul style="list-style-type: none"> <li>➤ Dollars raised from antenna leases (↑)</li> <li>➤ Dollars raised from space rentals (↑)</li> <li>➤ # of new Jewish “eyes” on campus (↑)</li> </ul>
	c. LA: Explore opportunities for public to rent HUC space	➤ Dollars raised from space rental(↑)
	d. Cin: Explore leasing or other space maximization opportunities	➤ Dollars raised from leased space/land (↑)
<b>2. Refine and improve fundraising strategies by launching a campaign for planned giving</b>	Create a strategy for adding to our annual fund through donors’ estates or based upon a binding annual giving plan	<ul style="list-style-type: none"> <li>• Planned giving marketing plan                             <ul style="list-style-type: none"> <li>➤ Dollars spent on planned giving marketing</li> <li>➤ Dollars raised from planned giving (↑)</li> </ul> </li> </ul>
<b>3. Enhance financial analysis to meet reporting needs of all stakeholders and create a management dashboard that tracks various performance indicators across departments</b>	a. Design report through budgeting software that can be sent to cabinet, budget managers and BOG on a regular basis	• Rollout of dashboards
	b. Design management dashboard for Feb. 2015 Board meeting, including head count analysis as recommended by BOG Peak Efficiencies report	
<b>4. Work to eliminate deferred maintenance expenses on all campuses</b>	Create plan that identifies maintenance issues for all four campuses and how to address them	<ul style="list-style-type: none"> <li>• List of deferred maintenance projects                             <ul style="list-style-type: none"> <li>➤ Funds raised for deferred maintenance projects (↑)</li> <li>➤ Percent of projects completed against target (↑)</li> </ul> </li> </ul>
<b>5. Identify process and/or criteria for evaluating prospective academic and extracurricular efforts</b>	Ensure limited redundancy, alignment with mission and the creation of metrics for success	• Proposed process or standards for continuing and initiating programs
<b>6. Focus on employee development and performance</b>	Create structures for performance management and leadership development. Revamp and update employee handbook	<ul style="list-style-type: none"> <li>• Leadership development plan</li> <li>• Formal performance management evaluation system</li> <li>• Updated employee handbook</li> </ul>

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## Goal 4: Ensure resources are best used to prepare students for leadership and innovation according to the highest standards and in the spirit of HUC-JIR's core values

### Objective A: Ensure that students receive the education and formation likely to enhance their ability to lead effectively in a changing world

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>1. Revise our curricula through a process that includes wide-ranging consultation on our programs and research on the changing face of the rabbinate, cantorate and other professions</b>	Assure resources are integrated and aligned to deliver and support curricula	<ul style="list-style-type: none"> <li>• Analysis of current educational programs</li> <li>• Research report on each profession</li> <li>• Curriculum revision proposal and plan</li> </ul>
<b>2. As part of broader project, create 5 year research cycle to include evaluation of academic areas or offerings</b>	To be led by the institutional research department	<ul style="list-style-type: none"> <li>• Annual research reports</li> </ul>

### Objective B: Ensure that students in relevant programs achieve a consistently high level of Hebrew language attainment

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>3. Plan and adopt a new Hebrew initiative including preparation, remediation, and continuity throughout the curriculum using benchmarks</b>	Including the creation of tools for measuring capacity, multi-year curriculum, and dedicated staff	<ul style="list-style-type: none"> <li>• New Hebrew initiative plan</li> <li>• Benchmark design</li> <li>➤ % of students scoring “very good” or higher on Hebrew exam (↑)</li> </ul>

### Objective C: Leverage Academic Resources to Maximize benefits

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>4. Create and adopt a plan for academic resources for 2016-2026</b>	Assess data on current usage of the Klau Library, the AJA and e-learning departments. Consult with key internal leaders and outside experts on likely trends for academic support networks	<ul style="list-style-type: none"> <li>• Klau Library, AJA, and e-learning current state analysis</li> <li>• Report on academic support trends</li> <li>• 10 year plan</li> </ul>

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## Goal 5: Maintain the leadership role of the Jerusalem campus for North Americans, Israelis and Reform Jewry

### Objective A: Maintain and grow the role of the College-Institute in building Progressive Judaism in Israel

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>1. Create permanent sources of support for Israeli Rabbinical program</b>	Outreach to Israelis and North American donors.	<ul style="list-style-type: none"> <li>• Outreach strategy                             <ul style="list-style-type: none"> <li>➤ # of Israelis coming to events at HUC-JIR (↑)</li> </ul> </li> </ul>
<b>2. Develop lay leadership for Jerusalem campus of College-Institute</b>	Develop long-term strategy for reconstructing the Board of Overseers in Jerusalem	<ul style="list-style-type: none"> <li>• Strategy document and plan</li> </ul>

### Objective B: Build ongoing relationship between Israel, State-side campuses and World Jewry

<i>Strategies/Initiatives</i>	<i>Description or Tactics</i>	<i>Deliverables and Metrics</i>
<b>3. Using marketing and PR strategies, expand experience for North American Reform congregations visiting campus for tours, education and/or life-cycle events and celebrations</b>	Work with partners to make the Jerusalem campus a part of tours and plans for congregations, teen travel, etc.	<ul style="list-style-type: none"> <li>• Plan for engagement with US congregations                             <ul style="list-style-type: none"> <li>➤ # of congregation visits (↑)</li> </ul> </li> <li>• Promotion plan and program                             <ul style="list-style-type: none"> <li>➤ # of events held on campus (↑)</li> <li>➤ Dollars raised from events (↑)</li> </ul> </li> </ul>

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