

Strategy Progress Chart – January 2016

This chart illustrates the progress made on the 23 strategies, which were identified to support the achievement of our five goals.

Key	In Planning 	Started 	Substantial Progress 	Completed 
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Goal 1: Provide Thought Leadership for the Jewish Community	Oct.	Jan.
1. Hold annual conference beginning in November 2016		
2. Create elite high school and college programs		
3. Leverage Zimmerman Institute model		
4. Expand alumni learning opportunities with quick wins and long-term programs		
5. Continue expansion of web presence and offerings		

Goal 2: Reshape recruitment & admissions to raise the number of quality incoming students	Oct.	Jan.
1. Refine current program to include strategies and timelines to increase enrollment		
2. Review financial aid policies with aim of increasing enrollment		
3. Deploy enhanced strategies for bringing new applicants to the college-institute using our campuses and through our alumni networks		
4. Expand partnerships with external groups for implicit and explicit recruitment initiatives		

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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	Oct.	Jan.
1. Leverage real estate portfolio for increased revenue		
2. Refine and improve fundraising strategies for marketing planned giving and staying in touch with legacy donors		
3. Enhance financial analysis to meet reporting needs of all stakeholders		
4. Create a management dashboard that tracks various performance indicators across departments		
5. Create plan for addressing deferred maintenance on all campuses		
6. Identify process and/or criteria for evaluating prospective academic and extracurricular efforts		
7. Focus on employee development and performance		

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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	Oct.	Jan.
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		
2. As part of broader project, create 5 year research cycle to include evaluation of academic areas or offerings		
3. Plan and adopt a new Hebrew initiative including preparation, remediation, and continuity throughout the curriculum using benchmarks		
4. Create and adopt a plan for academic resources for 2016-2026		

Goal 5: Maintain the leadership role of the Jerusalem campus for Americans, Israelis and Reform Jewry	Oct.	Jan.
1. Create permanent sources of support for Israeli Rabbinical Program		
2. Develop lay leadership for Jerusalem campus of College-Institute		
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		