

# Denver JDS 2018-2022 Strategic Plan - Approved by Board of Trustees on January 31, 2018

10-YEAR VISION: We are a premier educational institution adhering to our mission and guiding principles and an integral part of, and driving force in, the broader educational community.

Strategic Drivers	Long-Range Strategies and Goals	2017-18 Initiatives	Five Year Initiatives
<ul style="list-style-type: none"> <li>● A unique opportunity (window of time) exists to change trajectory of Jewish engagement and education</li> <li>● Delivering an exceptional education demands financial strength</li> <li>● Unrelenting commitment to excellence</li> </ul>	<p><u>Academics</u> - Unwavering focus on, and continuous improvement of, our product</p> <ul style="list-style-type: none"> <li>● Measurable YOY growth for each individual student</li> <li>● Comprehensive competitive curriculum</li> <li>● Decrease attrition 9% or lower over five years</li> <li>● Increase “net promoter” score by 10%</li> <li>● Develop a teacher excellence program</li> <li>● Pay teachers top 25% of ACIS wages</li> </ul>	<ol style="list-style-type: none"> <li>1. ☒ ☒ ☒ Plan for and execute the ACIS self-study ELT (BRYAN)</li> <li>2. ☒ ☒ ☒ Review all curricular and programmatic areas as part of ACIS self-study ELT (BRYAN)</li> <li>3. ☒ Explore developing a system for differential pay related to teacher excellence ELT (JASON)</li> <li>4. ☒ Create multi-year plan for increasing faculty salaries and consider implementing first increase for 2018-19 (AVI)</li> </ol>	<ol style="list-style-type: none"> <li>A. ☒ Investigate and identify metrics for tracking individual YOY student growth in a variety of areas by lower and upper division ELT (ELANA)</li> <li>B. ☒ Perform a critical analysis of how we evaluate curriculum; once developed review the curriculum for opportunities and strengths ELT (SARAH)</li> <li>C. ☒ Create and adopt a school wide comprehensive attrition prevention program with experiences appropriate by grade. (SHAYNA)</li> <li>D. ☒ Implement improvements in strategic plan and institute net promoter score. (AVI)</li> <li>E. ☒ Institutionalize and communicate a culturally aligned professional development program ELT (ELANA)</li> <li>F. ☒ Develop and implement system for differential pay ELT (JASON)</li> <li>G. ☒ Implement the multi-year plan for increasing faculty salaries (AVI)</li> </ol>
	<p><u>Campus</u> - Create an alluring and revenue generating campus supporting Jewish learning.</p> <ul style="list-style-type: none"> <li>● Develop a revenue generating plan and begin implementing - early childhood education, adult education</li> <li>● Continue to improve and update the campus</li> <li>● A new K-2 wing, multipurpose space</li> </ul>	<ol style="list-style-type: none"> <li>5. ☒ Finalize and publicize ECE plan AVI</li> <li>6. ☒ Finalize deal or no deal with B’nai Havurah AVI</li> </ol>	<ol style="list-style-type: none"> <li>H. ☒ Evaluate if the campus should include adult education (SARAH)</li> <li>I. ☒ Develop a campus master plan for improvements and upkeep (B&amp;G CHAIR &amp; AVI)</li> </ol>
<p>Page 1</p>	<p><u>Culture &amp; Organization</u> - Bring our <i>d’verei chaim</i> and <i>middot</i> to life through integration into every aspect of the school</p> <ul style="list-style-type: none"> <li>● All constituents subscribe to, understand, exemplify, and implement <i>d’verei chaim</i> (words to live by), <i>middot</i>, and school philosophies</li> <li>● Different guiding documents work together to establish culture of our organization</li> </ul>	<ol style="list-style-type: none"> <li>7. ☒ ☒ Review, edit, refine, and create philosophies (middot, d’verei chaim Israel, pluralism, education - citizenship, etc) ELT (SARAH)</li> </ol>	<ol style="list-style-type: none"> <li>K. ☒ Roll out and share updated philosophies (middot, d’verei chaim Israel, pluralism, education - citizenship, etc) ELT (SARAH)</li> </ol>

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		<ul style="list-style-type: none"> <li>• All faculty members, staff, leadership (lay and professional), and students are stewards and ambassadors of our culture</li> </ul>	<ol style="list-style-type: none"> <li>8. ☒ Develop a plan to integrate our d'verei chaim with each constituency ELT (SARAH)</li> <li>9. ☒ Evaluate parent ambassador programs and tweak as necessary (SHAYNA &amp; AVI)</li> <li>10. ☒ Train board members to be even stronger ambassadors (LESLIE)</li> </ol>	<ol style="list-style-type: none"> <li>L. ☒ Implement plan to integrate our d'verei chaim with each constituency ELT (SARAH)</li> <li>M. ☒ Outline how different guiding documents work together to establish culture of our organization (AVI &amp; SARAH)</li> <li>N. ☒ Codify and articulate the social contract that will exist b/w parents and (DJDS AMBASSADOR COMMITTEE - ILANA S)</li> </ol>
<p><u>Strategic Planning Committee</u> Irit Waldbaum, Phil Weiser, Elana Shapiro, Jason Snyder, Jordan Scharg, Krista Boscoe, Leslie Sidell, Lisa Cohn, Lisa Engbar, Ali Metzl, Randy Brunschwig, Sarah Levy, Shayna Friedman, Avi Halzel, Robert Novick - consultant.</p>	<p><u>Financial &amp; Development</u> - Coordinate financial initiatives to strengthen school finances and secure DJDS's future</p>	<ul style="list-style-type: none"> <li>• Grow the endowment from \$2.8m to \$10m</li> <li>• Annual giving reaches \$2.0m</li> <li>• \$7-\$10M dollar campaign to achieve: (1) new K-2 classrooms (2) ECE and (3) multi-purpose space</li> <li>• Focus on alumni to ultimately run a campaign for annual giving.</li> <li>• Research and develop successful and innovative tuition models.</li> <li>• Eliminate debt</li> </ul>	<ol style="list-style-type: none"> <li>11. ☒ Revise, update and utilize the 2017 Fundraising Plan, focusing on the top three priorities, address underperforming segments (KRISTA)</li> <li>12. ☒ Present plan for OJF Phase II to board and launch campaign when ready with appropriate campaign leadership (AVI)</li> <li>13. ☒ Establish best tools to connect alumni back to the school, under staff leadership (KRISTA)</li> <li>14. ☒ Raise cash and pledges to eliminate the debt by EOY 2018 (KRISTA)</li> </ol>	<ol style="list-style-type: none"> <li>O. ☒ Raise endowment funds through participation in Rose Live On 5 &amp; through OJF Phase II. (KRISTA)</li> <li>P. ☒ Steadily increase C5, annual giving to reach \$2m by 2025 (KRISTA)</li> <li>Q. ☒ Raise \$7-\$10M as part of OJF Phase II for facilities by 2022 (AVI)</li> <li>R. ☒ Ramp up an alumni campaign to bring in 10% of annual giving by 2023 (KRISTA)</li> <li>S. ☒ Develop and present innovative tuition models for consideration by the Finance Committee (AVI &amp; FINANCE COMMITTEE CHAIR)</li> </ol>
<p>Page 2</p>	<p><u>Brand</u> - Update our brand and image in an holistic fashion: 1. Dedicated marketing and communication initiatives targeting market segments 2. Reposition ourselves within the Denver Jewish Community as essential partner</p>	<ul style="list-style-type: none"> <li>• Increase enrollment from targeted market segments.</li> <li>• Further refine the school's communications and branding</li> <li>• Become recognized as a builder of leaders based on speaking events, board positions, involvement in external Jewish and community organizations, etc.</li> <li>• Develop five collaborative relationships with organizations or institutions that will benefit the school (leading edge)</li> </ul>	<ol style="list-style-type: none"> <li>15. ☒ Highlight and publicize our achievements (MARCOM)</li> <li>16. ☒ Continuously improve clarity, consistency and timeliness of our communications (MARCOM)</li> <li>17. ☒ Develop one new partnership (collaborative relationship) in first year of plan (AVI)</li> </ol>	<ol style="list-style-type: none"> <li>T. ☒ Demographic research to collect useful information about the Denver Jewish Community (SHAYNA)</li> <li>U. ☒ Engage a MarCom firm to help the school refine our brand (AVI)</li> <li>V. ☒ Signature community events (LISA)</li> <li>W. ☒ Highlight students, faculty, alumni, parents internally &amp; externally (AVI)</li> <li>X. ☒ Develop four new partnerships (collaborative relationship) in plan years 2-5 (AVI)</li> </ol>