



2017-2022 STRATEGIC PLAN





As stewards of the Heschel community, we proudly share with you the 2017-2022 Strategic Plan.

This plan is a culmination of a team effort on the part of Heschel's Board of Directors, Administration, and Faculty. Input from a wide range of constituents was gathered through surveys, focus groups, and individual face-to-face meetings with support from Educannon Consulting.

This new strategic plan creates forward momentum, while building upon Heschel's tradition of providing academic excellence to our students, creating a strong community for our families, and instilling Jewish values in our children that they will carry beyond our walls and use to make a positive difference in the world. Throughout the process, we recognized the extraordinarily high level of passion for and commitment to Heschel's mission, we noted the thoughtful ideas recommended to make Heschel even stronger, and we appreciated the exceptionally high percentage of stakeholders who readily recommend Heschel to others.

The plan falls into three major categories that will guide and inform our work in the coming years:

- Providing Academic Excellence
- Ensuring Our Future
 - Developing Strategies to Keep Heschel Affordable
 - Expanding Marketing and Recruitment
 - Cultivating Strategic Development Partnerships and Opportunities
- Expanding Our Role in the Greater Jewish Community

We have already begun to take action steps and to create operational plans to achieve the goals set forth in this document. We are thrilled to present the 2017-2022 Strategic Plan to you as it represents a clear pathway toward fulfilling our shared commitment to a vibrant Jewish education for our children. Our Strategic Plan will help to ensure that we continue to advance our mission for years to come, and we welcome you as partners with us on this path.

Sincerely,

Larry Kligman ('85)
Head of School

Jason Greenspan
Board President





PROVIDING ACADEMIC EXCELLENCE

We recognize that a strong educational program in the hands of outstanding teachers creates an exceptional learning environment.

Our plan encompasses student learning, teacher growth, facilities enhancement, and resources for innovative learning including STEAM-based instruction, all in service of Heschel's rich, dual-curricular program. We are committed to providing an excellent education to students with diverse learning strengths and styles while maximizing opportunities for each child's growth and fulfillment in academic, social emotional, and Jewish learning.

The following directives will guide and support Heschel's commitment to providing an outstanding program for all our students:

- Ensure that every opportunity we provide is of the highest quality and is consistent and meaningful across classes, grades, and departments, as well as accessible to and supportive of all students.
- Provide cutting-edge education that prepares our students academically and socially for high school and beyond.
- Develop authentic opportunities for students to engage in meaningful experiences that enhance their social emotional learning as engaged citizens, kind friends, and resilient individuals with a strong moral compass guided by Jewish values.
- Expand professional development opportunities to encourage teachers to continue to develop expertise in implementing innovative and collaborative educational practices that meet and enrich the variety of learning styles within the student body.





ENSURING OUR FUTURE

We recognize Heschel has a unique story and the telling of this story is one of our greatest strengths.

Through the eyes of the students, the experiences of our families, the accomplishments of our alumni, and the passions of the faculty and staff, we have the opportunity to expand Heschel's presence through strategic marketing, development, recruitment, and enrollment all of which will solidify Heschel's reputation as a leader in Jewish education. We also recognize that the gift of a Heschel education is a significant commitment for our families. The challenge of providing an excellent education with cutting edge resources in a facility that is secure and fully supports the depth and breadth of the program requires financial stewardship and creative solutions in order to keep Heschel affordable for our families.

The following initiatives will ensure that Heschel remains a financially sound and thriving community well into the future:

- Developing Strategies to Keep Heschel Affordable
 - Identify and reconcile the relationship between tuition, operating costs and school affordability, particularly balancing school quality with modest tuition increases.
 - Assess the efficacy of the tuition assistance program to ensure that resources are utilized to fulfill our fiduciary responsibilities to the institution while providing compassionate service to our families.
 - Create a tuition model that effectively supports the school's mission, necessary resources to advance the mission, and is cognizant of tuition models at other Jewish schools as well as Independent schools in the area.
- Expanding Marketing and Recruitment
 - Communicate the value of a Heschel education in order to reach and recruit more families thereby maximizing the pool of applicants and the ability to admit students who will thrive at Heschel.
 - Utilize the power of our community to tell Heschel's story in the greater community specifically sharing experiences of academic excellence, articulating the role of the school in enhancing families' Jewish life, and describing the sense of community felt on campus.
 - Expand current transportation opportunities in order to support a geographically diverse student population.
- Cultivating Strategic Development Partnerships and Opportunities
 - Maximize income to the school from fundraising and alternative revenue streams.
 - Generate a multiyear development plan focusing on annual campaign, endowment, and capital improvements.
 - Cultivate new relationships with a wide-range of philanthropists including those who are already connected to the Heschel community and those who are not yet connected, with the understanding that long-term relationships may develop over time.
 - Explore opportunities for corporate sponsorships.



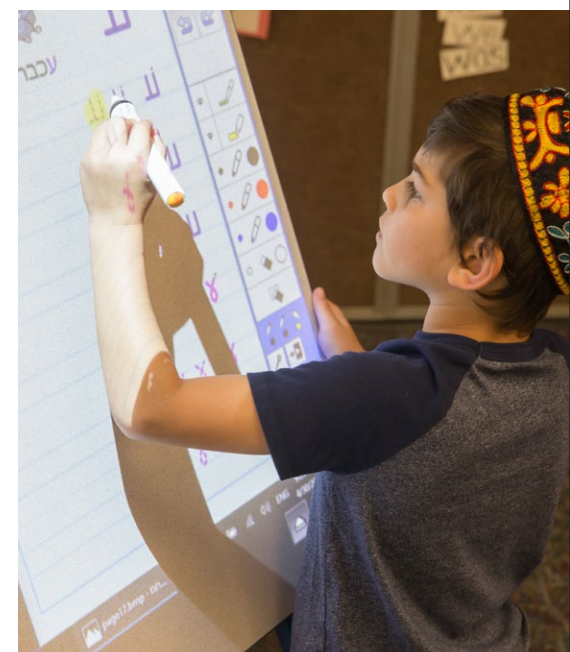


EXPANDING OUR ROLE IN THE GREATER JEWISH COMMUNITY

We recognize that our collective Jewish identity emerges from the diversity of our community. We celebrate that each Heschel family's Jewish journey is inherently different, and we seek to support all members of our vibrant community. For some, Heschel is the center of their Jewish life, and we nurture their religious fulfillment and participation; for others, there is another center of their Jewish life (synagogue, camp, etc.) while Heschel plays a role of support and partnership. As Heschel continues to cultivate our dynamic, pluralistic community, we will explore our role as a resource for the Jewish community at large by creating and sustaining connections with families and organizations throughout the San Fernando Valley.

The following objectives serve as a road map toward furthering Heschel's role as a leader in the Jewish Community:

- Recognize that while Heschel's primary mission is that of a TK-8 school, for many, Heschel is much more than a school, thus inspiring us to pursue Heschel's identity as a Jewish home for our families and as a destination for families not yet associated with Heschel.
- Examine how Heschel can best fulfill its role for families for whom Heschel is the center of their Jewish life, while continuing to be inclusive of those who do not need Heschel to play that role.
- Explore recent interest expressed by Heschel families in gathering in smaller groups to celebrate Jewish events outside of the school.
- Develop Heschel's role in the San Fernando Valley Jewish community be it as a resource for community events, as a leader in community outreach, or as a partner with other Jewish institutions.



MISSION STATEMENT

Abraham Joshua Heschel Day School, a community Jewish day school, provides a rich dual-curricular education that encourages independent and critical thinking, lifelong learning, self-awareness, and compassion. In partnership with our families, we inspire our students to become active, dedicated, ethical, and informed citizens and leaders who are committed to Israel and the vitality of the Jewish people.



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HESCHEL

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