



Vancouver Hebrew Academy

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Strategic Plan

Rabbi Don Pacht, Head of School

Meyer Mattuck, Co-President

David Emanuel, Co-President



Our process began in March 2009 when we brought together stakeholders from throughout the Vancouver Jewish community for a day long visioning session.

Strategic Planning Process



Yeshiva University

Federation	Administration and Staff	Rabbinic Leadership	Parents and Alumni	Donors	
Rabbi D. Pacht	Gail Mattuck	Rabbi I. Acoca	Hodie Kahn	Rabbi Y. Baitelman	Mark Gurvis
Hugh Burke	Judy Cox	Dr. David Freedman	Rabbi A. Rosenblatt	Mrs. S. Feigelstock	David Emanuel
Devorah Brody	Malkie Bitton	Rabbi N. Abramchik	Aimee Promislow	Rabbi Y. Strausberg	Dr. Ralph Rothstein
Glenn Bullard	Rabbi S. Yeshayahu	Abba Brodt	Laura Zitron	Hilary Bloom	Ruth Erlichman

Facilitated by Harry Bloom and Rabbi Dr. Scott Goldberg of the Institute for University-School Partnership of the Azrieli Graduate School of Education at Yeshiva University



Those discussions identified four goals in the following areas: Curriculum, Staffing, enrollment and capital advancement. Five committees were formed to drive these agenda items.

Strategic Planning Committees

STUDENT ACHEIVEMENT

Define and communicate the characteristics of the ideal VHA graduate:

- What they will know
- What skills they will acquire
- What values they will acquire
- Their communal involvement

FACULTY COMPENSATION & EVALUATION

- Implement (or strengthen) process of faculty mentoring and value added supervision in Judaic and General Studies to enhance teaching quality
- Identify long term professional development priorities, e.g., inculcating all faculty in differentiated instruction
- Benchmark faculty qualifications and compensation relative to peer institutions, make improvement recommendations as necessary

INSTITUTIONAL ADVANCEMENT

- Develop strategy to build the image of VHA among community leaders and philanthropists.
- Define desired public image and develop plan to achieve it
- Mount PR efforts to achieve frequent media placement of stories supporting desired positioning
- Mobilize lay leaders to develop relationships and support among community leadership of Vancouver
- Perform Capital Campaign feasibility study
- Forecast VHA's fundraising capacity

RECRUITMENT & MARKETING

- Define prospective target families
- Recommend target enrollment levels
- Identify VHA family/student recruitment "value proposition"
- Develop messaging and collateral/marketing materials
- Develop cadre of trained ambassadors
- Establish and track concrete goals for visits, application and matriculation

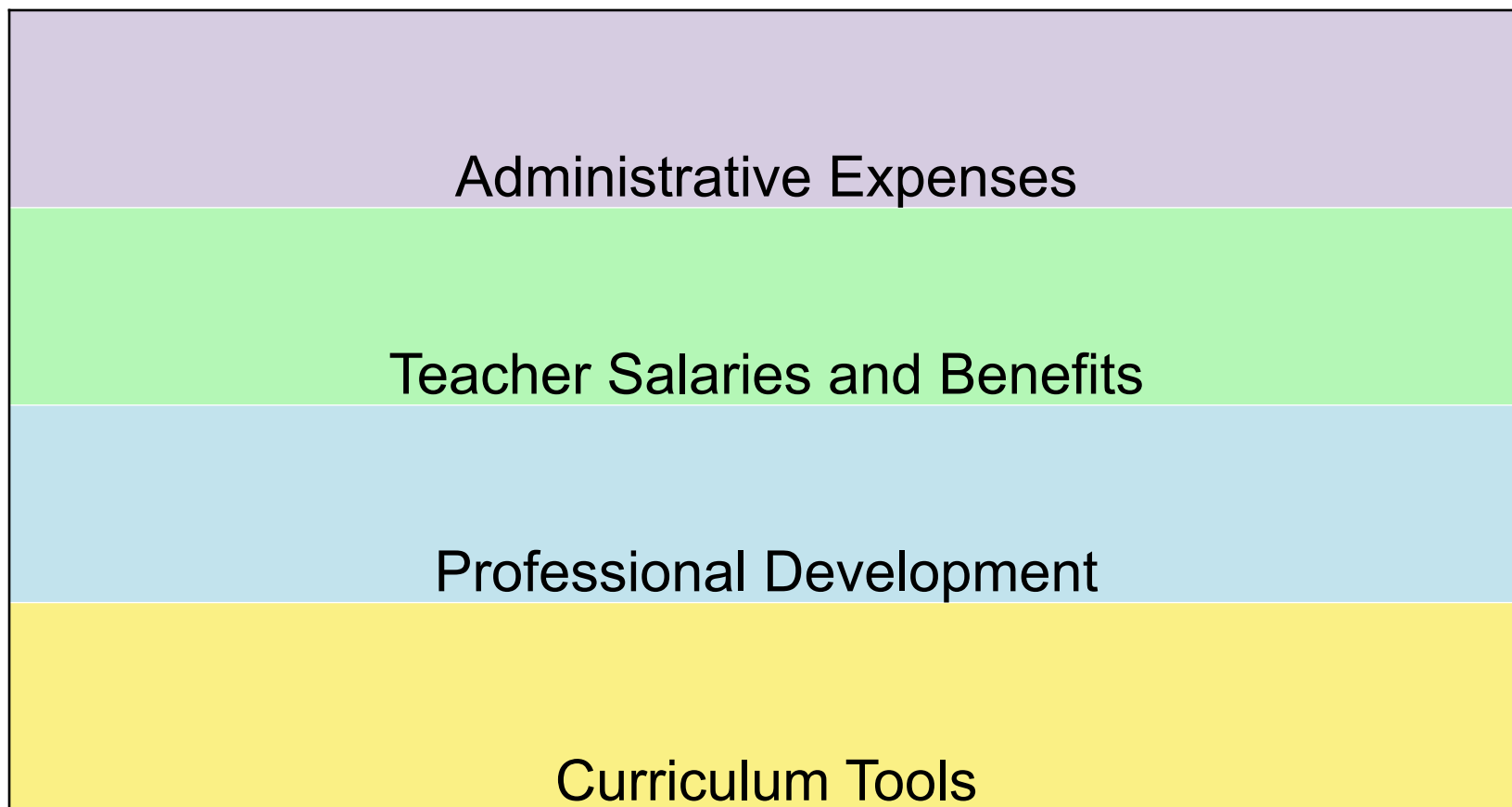
HEAD OF SCHOOL ADVISORY

- Convey sensitive messages to members of the community where it might be awkward for the Head of School to do so
- Provide formative feedback/mentoring during the year to the Head of School relative to goal attainment
- Provide summative evaluation at year end which is then presented in summary fashion to the Board



These committees have identified four areas of immediate focus to bring about the change and improvement that we are looking for by investing additional resources in these areas.

Areas of Focus





Each of these expenditures, rather than being a stand-alone effort, contributes to a broader framework that will create the academic program of our design.



Teachers Salaries and Benefits

- Offer competitive compensations
- Increase staff retention and attract experience teachers



Professional Development

- Position teachers at the cutting edge of scientific approaches to learning and breakthrough research
- Integrate up-to-date teaching methods into the classroom



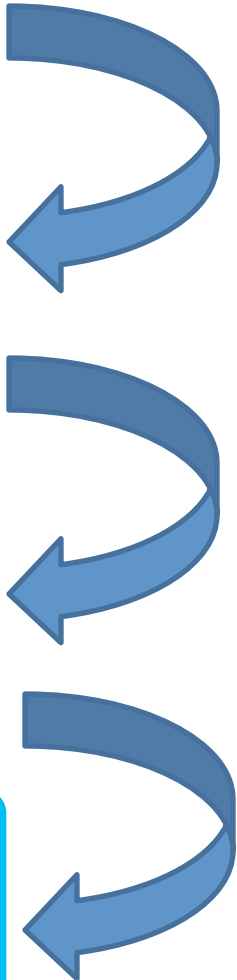
Curriculum Tools

- Incorporate technology into students' day-to-day learning
- State of the art classrooms to reflect today's learning environment



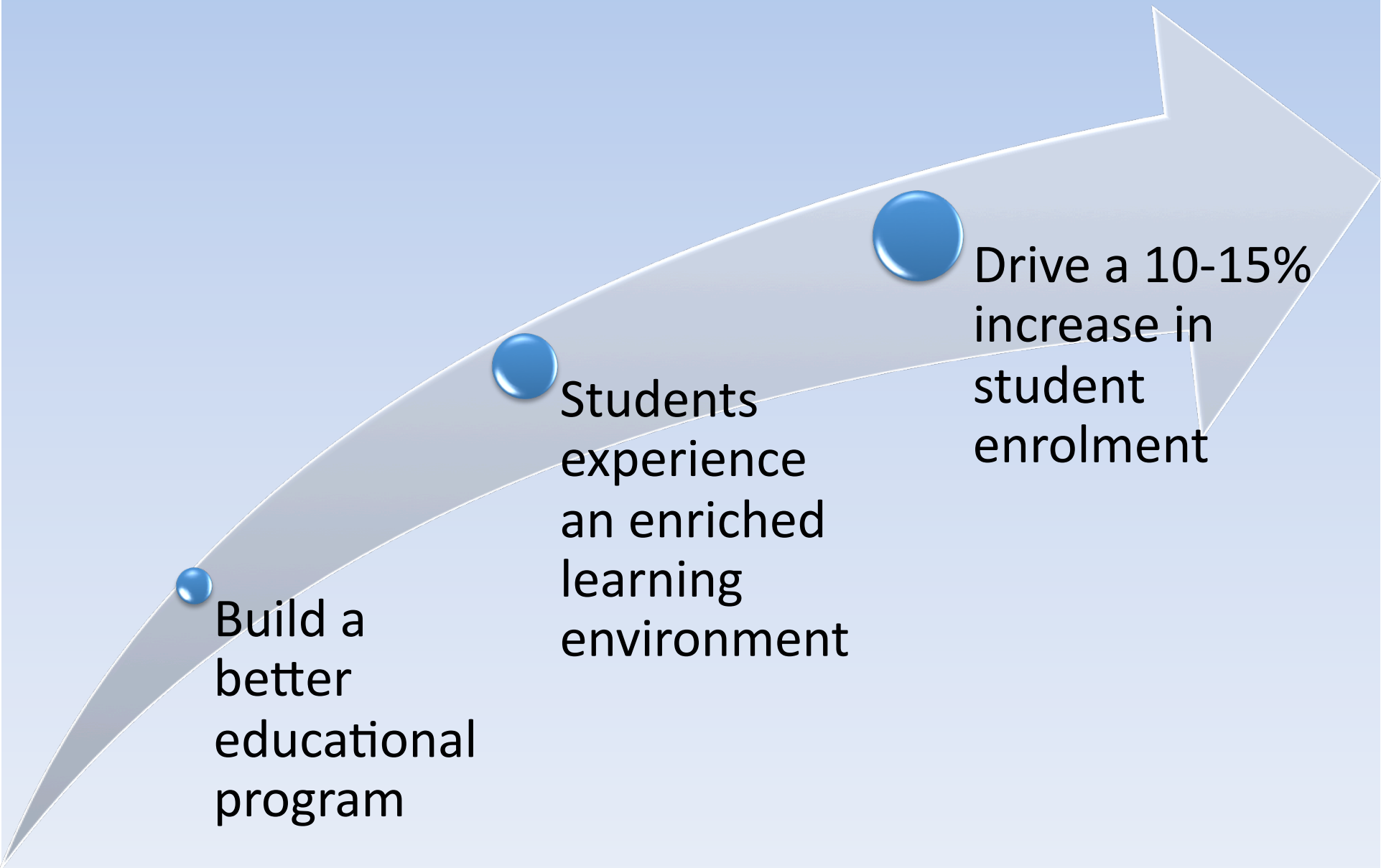
Administrative

- One new administrative position
- Provide guidance and assistance to teachers in creating an enriched learning environment in the classroom





The successes of the academic program, combined with the efforts of the Marketing and Institutional Advancement committees will help to realize significant growth within two to three years.

A large, light blue, upward-curving arrow graphic that starts from the bottom left and points towards the top right. It has a slight 3D effect with a darker blue shadow on its left side. Three blue circular markers are placed along the curve of the arrow, each corresponding to a text block.

Build a better educational program

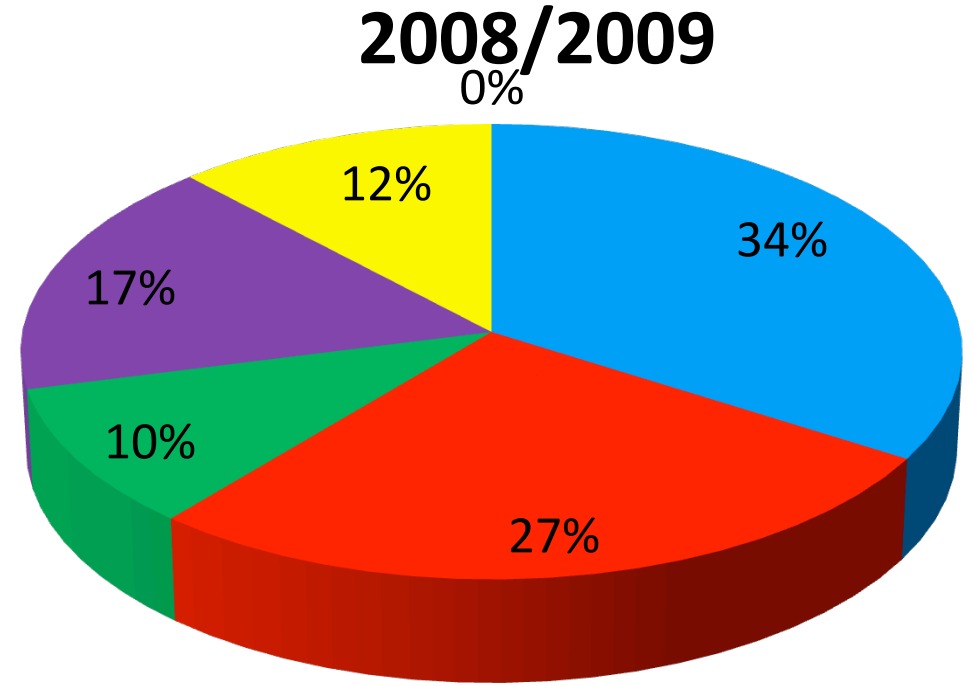
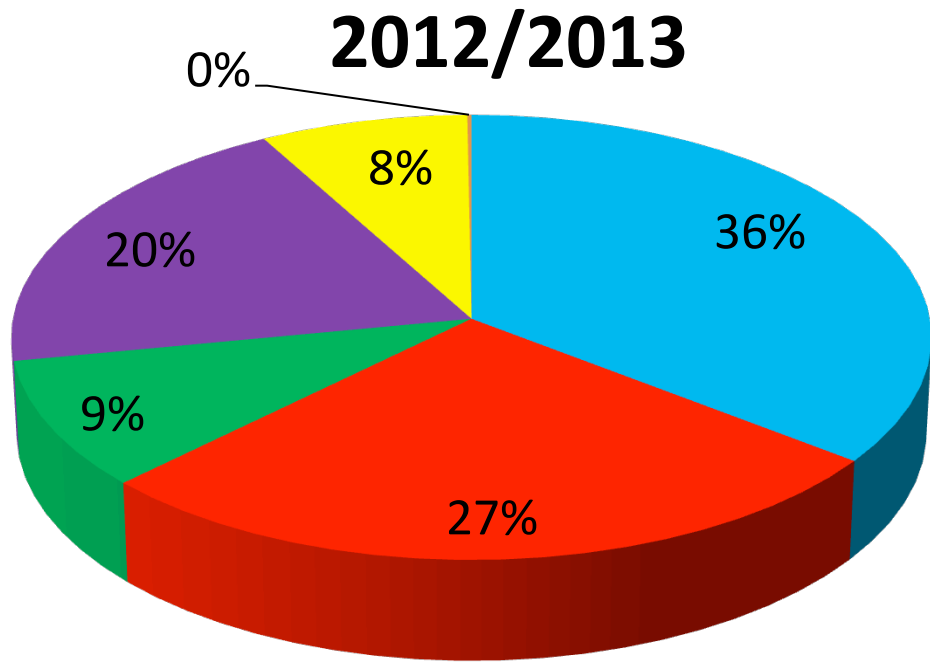
Students experience an enriched learning environment

Drive a 10-15% increase in student enrolment



Although the short-term strategy requires us to look to our donors and supporters to fund the initial stages, the anticipated growth in enrollment allows us to create a sustainable long-term budget strategy.

Revenue



- Tuition
- Grant-Ministry of Education
- Grant-Jewish Federation
- Donations
- Fundraising
- Other (interest income, rental reimbursement)



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**Vancouver Hebrew Academy
1545 West 62nd Ave.
Vancouver, BC
V6P 2E8**

**604-266-1245
Fax: 604-264-0648**