

Pathways to Our Future

The Strategic Plan for Yeshiva University
2016 – 2020

September 29, 2016

What Defines YU

Mission, Vision and Values

The University rests upon a foundation that both defines it and separates it from every other institution. We embody a **Unique Mission:**

Yeshiva University is the nation's premier Jewish, student-centered university devoted to teaching, learning and research. Our commitments to Torah, rigorous secular curricula, intellectual exploration, and service to community prepare each student for a personally and professionally successful, meaningful life.

As the YU community works continuously to fulfill its Mission, we must also be looking toward the future in order to ensure *Nowhere but Here* retains its relevance for all our tomorrows. Our **Vision:**

Yeshiva University will infuse our unique mission into a dynamically growing, changing market and achieve a global impact by supporting students with superior teaching and research. In partnership with the community, we will strengthen society through the continuous advancement of knowledge for the betterment of the Jewish people and humanity as a whole.

Students, faculty, staff and administrators across the university share the responsibility for fulfilling our Mission and realizing our Vision by pursuing purposes and principles that adhere to our **Values:**

- Promote a Jewish community that champions Torah Umadda, love for humankind, and support for the State of Israel
- Pursue excellence in teaching, learning, and research while supporting academic freedom
- Embrace an integrated approach to work, study, and living
- Be reflective, bold, and forward-looking in our thinking and performance
- Hold ourselves and each other to the highest ethical standards
- Respect the rights and views of others and each other
- Ensure we maintain a welcoming, supportive community
- Marshal the resources of Yeshiva University to shape, enrich, and inspire the contemporary Jewish community

Strategic Priorities

The world of 2020 will undoubtedly contain a variety of new developments in higher education, information technology, college financing models, student demographic shifts, the role of Israel in our community's priorities, globalization, and the emergence of new kinds of institutions in the for-profit and not-for-profit sectors. In order to succeed in this ever-evolving environment – to ensure the success of our Mission and the realization of our Vision – we must continually reinvent a plan that reflects strategic thinking and agility in coping with change and imagining new possibilities.

Nothing suggested in the plan, however, can be accomplished without the sound financial stewardship of the University's resources. Thus, the overarching goal of *Pathways to Our Future* is to:

Refine and Implement a Sustainable Business Model to Provide the Underpinning for Our Future Growth and Change.

Supporting this goal are five broad Strategic Priorities, each crucial to our status as both a University and as a movement:

1. Enhance Student Success and Wellbeing – Academic, Professional and Personal
2. Advance Faculty Development and Excellence in Teaching and Research
3. Build Enrollment and Academic Offerings through Mission- and Market-Driven Programming
4. Operationalize Excellence – Accountability, Transparency, and Systems Implementation
5. Expand Community Partnership, Engagement and Impact

Successfully executed, these Strategic Priorities will enhance YU's competitiveness in a rapidly-changing environment of higher education while increasing its relevance to the Jewish world and beyond.

Strategic Imperative 1: Enhance Student Success and Wellbeing

YU prides itself on preparing students for success in the lives they lead and the careers they build. Our comprehensive approach to education and service to the community also depends on the range and quality of their experiences and interactions with the University, beginning before their first steps on campus. Everything from campus life and programs to support structures and staffing must be ever more effectively help students achieve success, academically, personally and professionally.

Actions:

1. Develop a “one stop shop” for shared administrative services for students by realigning and/or creating support structures and reducing manual processes to improve efficacy and efficiency. A combined Office of Student Services will allow cross-trained advisors to help students with many of the routine tasks typically handled by the Registrar, Student Finance, Admissions, Student Life, Security, Career Services, Human Resources, Housing, Advising, Facilities and Information Technology Services. The crucial religious needs and goals of the students will be incorporated whenever appropriate.
 - a) Implement new Office by fall 2018.
 - b) Benchmark student and staff satisfaction; survey annually to measure effectiveness; increase satisfaction by 20 percent within six months of implementation.
2. Create individualized and integrated academic, spiritual, social, physical/athletic and career/professional programs to ensure maximal student success; bolster and leverage the YU professional network in order to increase placements and strengthen communities.
 - a) Implement by fall 2018.
 - b) Conduct a student needs assessment; benchmark measures – including employer metrics – by fall 2017; conduct an annual survey to demonstrate success; review retention numbers and determine potential trends.
3. Provide a safe and secure environment in today’s turbulent world. While the safety and security of YU campuses has always been paramount, it’s crucial to take advantage of and implement new technology and processes best suited for our urban locations.
 - a) Implement new mobile security app by spring 2017.
 - b) Ensure students are aware of active shooter protocols, participate in drug and alcohol education programs and be aware of how to help friends in trouble.
 - c) Conduct reviews at least twice yearly of new products, procedures and cybersecurity; seek government assistance to enhance ongoing efforts.
4. Develop attractive, more wide-ranging housing and food options for students to improve the residential environment.
 - a) Create cooking facilities for students on campus by fall 2017.
 - b) Upgrade all dormitory lounges and communal spaces by fall 2017.
 - c) Create varied meal plan options; improve quality and variety of food available on campus; monitor popularity of selections and revise offerings as necessary.

5. Create a greater sense of pride and school spirit. We will:
 - a) Form a committee to develop new activities, traditions and swag that will keep current students engaged and alums more closely connected to the University by spring 2018.
 - b) Increase participation in or attendance at athletic events.
 - c) Enhance the campus and local environments by showcasing student artwork across all campuses; form an advisory group from all YU communities and propose plans by spring 2017. Coordinate with professors and solicit submissions on a twice yearly basis.

Strategic Imperative 2: Advance Faculty Development and Excellence in Teaching and Research

The knowledge, experiences and mentorship contributed by faculty are some of the most fundamental drivers of student success. We will work to ensure the quality of ongoing scholarship, enhance teaching and learning experiences, increase support services, and raise the overall satisfaction of faculty.

Actions:

1. Develop a plan with benchmarks by summer 2017 to improve faculty compensation (salary and benefits) that meets the collective goals of the University.
2. Hire a consultant by summer 2017 to clarify university shared governance and school/college faculty governance within each academic unit and across the university to give voice to faculty values and concerns; increase communication among faculty, administration, and staff by working with the Faculty Council and individual faculty interested in coordination.
3. Implement a calendar of meetings so that faculty can provide input into policies and practices of ITS, libraries, human resources, and admissions by fall 2017.
4. Continue to enhance pre- and post-grant support, providing assistance to faculty and staff for a combination of institutional grants and individual faculty grants.
 - a) Measure the numbers of grant applications, recipients, awards, and amounts of support; assess by examining impact factors such as dollars brought in and journal citations reported beginning in fall 2016.
5. Create an institutional repository of research and scholarship to recognize and publicize faculty achievements.
 - a) Ensure faculty web pages – bios, publications, awards, memberships, etc. – are updated by spring 2017.
 - b) Produce an annual digital catalog of university authors beginning in spring 2018.
6. Create a Center for Teaching and Innovation to cultivate new classroom practices and curricula.
 - a) Develop a plan and determine staffing and funding needs by summer 2017.
 - b) Raise funds to support the development of the Center by spring 2018.
 - c) Institute an annual faculty development day beginning fall 2018.

Strategic Imperative 3: Build Enrollment and Academic Offerings through Mission- and Market-Driven Programming

Yeshiva University seeks to bring its programs to new and current students through planned, achievable growth. In undergraduate programs across the country, new degrees are being developed to respond to student and market needs. Increasingly, graduate education is also becoming a requirement for job placement and success. The U.S. Bureau of Labor Statistics projects that employers will routinely request graduate training and credentials. Thus, YU must leverage its academic prestige, rigor, inherent spirit of entrepreneurship, and New York City location to offer degrees and programs consistent with high growth areas of employment. YU will grow its enrollment by building and extending its intellectual brand, retaining the hearts and minds of the Modern Orthodox community while expanding beyond our traditional constituency.

Actions:

1. Enhance and expand academic program offerings.
 - a) Implement a standard methodology for determining new program viability and necessary realignments of existing programs to ensure that graduates meet industry expectations for employment by summer 2017. The methodology must include a marketing plan and budget plan that details both costs and expected revenues.
 - b) Launch an associate in science (AS) degree in management for the 2017-2018 academic year. Launch additional AS degrees, as driven by student needs and demand.
 - c) Launch new degrees leading to in-demand, emergent, high-growth careers by creating two new baccalaureate programs, and eight new master's programs that open additional opportunities for students.
 - d) Identify new or expand existing baccalaureate-to-master's pathways increasing student enrollment.
 - e) Identify and revitalize dormant master's degrees.
 - f) Add tracks within existing master's degrees to increase programmatic choices.
 - g) Develop or revise two self-sustaining, revenue generating professional graduate certificates.
 - h) Continue to shape summer school offerings to respond to student needs and demand.

2. Increase student enrollment in all schools and colleges.
 - a) Evaluate the current state of marketing strategies to extract successful methods of outreach that ensure higher yields; implement best national practices that have proven to expand markets.
 - b) Distinguish between institutional branding and programmatic marketing/enrollment management. Consider a diversified institutional brand as professional programs will be designed to reach both traditional and new markets.
 - c) Look for cross-marketing across schools/colleges, and cross-degree opportunities within existing schools/colleges to develop (low-cost) new programs to reach new audiences.
 - d) Develop school-by-school business plans by spring 2017; collaborate with appropriate partners to extend the educational reach of YU into local communities.
 - e) Improve the number of students per program, track the number of students in classes, and refresh the curriculum as appropriate.

- f) Develop a plan to share services across schools, including market research, employer outreach, and relationship building, establishing advisory boards and writing proposals by spring 2017.
- g) Maximize and make efficient use of academic space in all buildings (see also Strategic Imperative 4, Action 7).

Strategic Imperative 4: Operationalize Excellence – Accountability, Transparency, and Systems Implementation

Yeshiva University must have an efficient, sustainable operation in order to deliver academic excellence and professional fulfillment. These elements include increasing our financial strength, enhancing the interactions between the University and its internal communities, and making YU an attractive place to work and grow academically and professionally.

Actions:

1. Develop a plan with benchmarks by summer 2017 to improve staff compensation (salary and benefits) that meets the collective goals of the University.
2. Increase employee performance and satisfaction, promote a “customer service” orientation, and invest in employee training and development.
 - a) Evaluate and enhance employee orientation, and ensure each employee begins his or her career with an informed, positive start.
 - b) Assess and refine in-house training and workshops, and review need for mandatory and/or recurrent training by spring 2017.
 - c) Reintroduce performance reviews and supply appropriate training to managers by fall 2016.
3. Streamline and automate HR, Advancement, and Academic Affairs processes to eliminate or reduce manual operations and increase the speed and fidelity of work.
 - a) Implement Banner Mobile within six to eight months following approval of the capital budget.
 - b) Implement Banner Flexible Registration for online course recruitment within six months following approval of the capital budget.
 - c) Deploy state-of-the art Advancement and Alumni systems to help increase donations by the end of 2017.
4. Improve YU’s technology infrastructure and establish a technology governance process to vet and prioritize technology projects to control/reduce University operating costs.
 - a) Form an ITS governance group by summer 2017.
 - b) Reduce/eliminate custom solutions (e.g., registration) through the introduction of Banner XE modules beginning in fall 2017 and implementing through 2019.
 - c) Seek commercial partnerships that will lower/eliminate operating costs by summer 2017.
 - d) Reduce the University’s IT risk profile by increasing security awareness through compulsory training. Create formal disaster recovery / business continuity planning plans by spring 2018.
 - e) Modernize classroom/library technology and support; provide consistent technology in support of instruction (i.e., LMS); initiate assessments and life cycle planning summer 2017.
 - f) Identify and deploy project management solutions(s) across YU functional and operational areas by summer 2017 to track and analyze time, cost and quality of products and services.

5. Refresh the University's digital communications.
 - a) Relaunch YU's web site – yu.edu – and create a more inviting, navigable and up-to-date user experience. Introduce new yu.edu home page, top-level school pages and a new content management system by February 2017. Revise all content by March 2018.
 - b) Improve internal communication and access to information with the implementation of a single sign-on (SSO) University intranet. The intranet will be an important way to reinforce University branding and become a one-stop-shop for news, HR systems, finance and procurement, calendars and events, and directory. ITS and Communications and Public Affairs (CPA) to establish an intranet steering committee and develop a work plan by the end of 2016.
 - c) Conduct a review of all school and program social media sites to ensure they are active and meet University standards by the fall of 2017.

6. Elevate the reputation of the University by increasing visibility and recognition, and addressing issues that might negatively impact it in a timely manner. Disseminate YU achievements, thought leadership, and contributions to society internally and externally.
 - a) Centralize and enhance CPA functions to harmonize marketing, advertising and public relations efforts, and gain economies of scale by spring 2017. Develop individual strategic marketing and communication plans for each school and program.
 - b) Centralize the YU Events Office and provide a one-stop-shop for planning, procurement and implementation by the end of 2016.
 - c) Develop a digital repository of research and scholarship and an annual catalog of university authors by the end of 2018.

7. Maximize our space utilization from occupancy and financial perspectives across all campuses.
 - a) Complete a space utilization study by fall 2016.
 - b) Evaluate the best uses of YU-owned real estate by fall 2016.

Strategic Imperative 5: Expand Community Partnership, Engagement, and Impact

Yeshiva University is a center of both higher education and the Modern Orthodox movement – academics and community involvement are inseparable elements in the DNA of YU. Strengthening our community and alumni engagement will help us fulfill our Mission and reach our Vision. We must seek the advocacy and financial support necessary to strengthen our platform, which will also serve to showcase YU to alumni, potential students, donors, and the Modern Orthodox community.

Actions:

1. Review, update, and revise as appropriate a comprehensive approach to fundraising to address the endowment, capital needs and annual giving.
 - a) Grow the number of confirmed bequest commitments by 50 per year.
 - b) Explore opportunities for donor support and naming rights for new initiatives named in this Strategic Plan, including Office of Student Services, Faculty Research Fellowships, Center for Teaching and Innovation, and new academic offerings.
 - c) Demonstrate the value of being a YU alumnus and increase engagement to create an ongoing, reliable source of financial support; expand alumni fundraising – including “pay for play” networking groups – and increase alumni giving from 16 percent to 20 percent by the end of 2019.
 - d) Generate a minimum of \$35 million in current use funds through increased scholarship support, annual giving, and YU trustee leadership gifts.

2. Connect the internal and external YU communities; build a national infrastructure of YU ambassadors to promote YU’s Torah Umadda approach; engage with alumni, teachers, rabbis, guidance counselors, youth leaders, Israel schools, and camp counselors.
 - a) Redesign the speaker’s bureau and increase exposure for Administration, Roshei Yeshiva, faculty and students through appropriate platforms, committees, and news media. Reach 25 communities per year with speakers and 20 communities a year through professional placements and strategic planning, with the top five communities being Los Angeles, Toronto, Chicago/Cleveland, South Florida, and the New York/New Jersey area.
 - b) Provide educational materials, learning programs and create a suite of marketing and communications materials and guides to support these efforts; designate a professional in charge of implementing an interdepartmental strategy and coordinate community events including Shabbatonim, alumni programs, Institutional Advancement gatherings, admissions meetings and the use of Yeshiva College, Revel, Azrieli, RIETS, and other academic faculty in engaging and providing diverse offerings for communities from YU by fall 2016.

3. Secure our place as the intellectual and spiritual center of the Modern Orthodox community through publications and programs stressing our unique mission and identity. This will also require bridging the gaps among Roshei Yeshiva, YU public intellectuals, and our constituent communities, enabling communities to turn to Yeshiva for guidance in contemporary halachic and hashkafic matters.
 - a) Hold planning sessions by fall 2016 and begin implementation by winter 2017.
 - b) Repurpose and update selected materials in the Orthodox Forum on an ongoing basis and make them more user-friendly for distribution to targeted communities.

4. Expand the government and community relations function to further build and nurture local, state, and federal relationships and monitor appropriate issues, legislation, and policies which may impact the University.
 - a) Hire a director of government relations by fall 2016 to focus full time on further solidifying and expanding our relationships, and identifying grant and funding opportunities. CPA and Government and Community Relations will work on an ongoing basis to monitor and address key issues.
 - b) Meet regularly with trade and professional associations, local officials, and business and community leaders.
 - c) Engage YU staff, faculty and students in determining their volunteerism interests and priorities. Develop a comprehensive list of community involvement by university programs, faculty, staff, student clubs, etc. by spring 2017, and identify opportunities for further development.
 - d) Assess hosting an annual community event – YU Washington Heights Day - commemorating YU's establishment in the neighborhood to bring together YU and its community in a celebration of education, arts, food, etc. by spring 2017.

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