



EXECUTIVE SUMMARY OF STRATEGIC PLAN

August 30th, 2023

YU2030

The Flagship Jewish University

INTRODUCTION

Yeshiva University's strategic plan offers guidance, provides direction, and maps the way forward for the University to 2030, within the enduring framework of its steadfast mission, principles, and values.

VISION AND IDENTITY

Like the University it supports, and the community it celebrates, this strategic plan is at once deeply rooted and forward focused. It reflects both the vision and aspirations of Yeshiva's leaders and the insights and ideas of the University's community of faculty, staff, and students. Like the University itself, this plan stands firmly on the strong foundation of Jewish thought and reaches out not only to advance the Jewish people, but also to serve society through the cultivation of humanity, the creation of knowledge and the elevation of truth, justice and prosperity. Proposals for new or expanded academic programs have their origins in existing areas of distinction, but welcome innovation and embrace the demands of changing markets and emerging careers. Goals that work to enrich the student experience and promote retention hold closely the distinguishing features of a Yeshiva education, while accepting the challenge of responding to changes in students' perceptions, priorities and purposes. Yeshiva embraces, and teaches, both history and opportunity. It elevates; it rises.

THE FLAGSHIP JEWISH UNIVERSITY

Becoming the *Flagship Jewish University* is the organizing principle for the strategic plan. Rabbi Dr. Ari Berman, the University's fifth president, began his tenure in June 2017; in his investiture speech, he proclaimed that the University was, above all, an *idea*, and identified five Torot that differentiate Yeshiva, explain the idea that it embodies, and define its values: Torat Emet (Seek Truth) Torat Chayim (Live Your Values), Torat Adam (Discover Your Potential), Torat Chesed (Act With Compassion), and Torat Tzion (Bring Redemption). These five values form the framework for the flagship Jewish university and inhabit every aspect of this strategic plan. These are broadly inclusive human values applicable throughout society and across the ages. Among them, Yeshiva's deans underscore the critical importance of the search for truth through teaching, service and scholarship.

The first six goals of the strategic plan constitute the foundation for the flagship Jewish university; four additional goals advance the University's strategic priorities. The sequence, or order, of presentation of the goals does not indicate their priority; each of the goals is essential to the University's strategy.

FOUNDATIONS

GOAL ONE

Academic Quality and Reputation

1. Raise funds to recruit and retain top tier faculty.
 2. Develop a strategic roadmap for targeted communications that serve to showcase faculty and academics across multiple platforms and geared to distinct stakeholders.
 3. Introduce modest grants to enable faculty to undertake leading research, present at and organize conferences and increase the recognition of these efforts in the academy and media.
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GOAL TWO

Administrative, Financial and Operational Excellence

1. Present a five-year financial framework to achieve a net positive budget.
 2. Work with Institutional Advancement, the Deans, the Provost, and the President's Office to align the philanthropic strategy in our Rise Up Campaign to (a) continue to expand and increase support across our alumni and friends community, (b) ensure the right balance between school-level and institutional fundraising and (c) prioritize unrestricted giving.
 3. Develop a long-term plan to modernize and right-size our facilities to meet the needs of a growing and evolving university.
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GOAL THREE

Student Experience and Success

1. Increase student satisfaction, enhance learning and raise rates of retention and graduation by creating an environment of responsiveness, comfort, engagement, caring, and belonging.
 2. Implement the "YU Commitment" to ensure we honor our commitment to provide individual resources necessary for each student's success.
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GOAL FOUR

One YU

1. Promote and expand YU's undergrad-to-master's degree pathway programs and increase cross-university awareness of YU's scholarly resources, academic programs and guiding values.
2. Support the potential of our faculty and students by leveraging the full scope of YU's unique academic resources, such as holding interdisciplinary faculty panels, incentivizing joint research, developing new cross-disciplinary majors and other cross departmental and functional activity.

GOAL FIVE

The Jewish People Project

1. Identify and promote the many initiatives within the university that advance this goal including Cardozo's Israel Supreme Court project, Katz's Data Analytics Diagnostics on global anti-Semitism, Fish Center's initiative to educate public school teachers about the Holocaust, the Chinuch Incubator Project at RIETS / AGS and the Anita Zucker Program for Jewish Early Childhood Educators.
 2. Explore possibilities for engagement with Chareidi communities.
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GOAL SIX

Israel

1. Increase the presence of top Israeli scholars, politicians, and cultural figures on our NY campuses.
 2. Expand the footprint of YU undergraduates and graduates in Israel through internships, alumni networking and trips.
 3. Explore and develop our academic programs within the Israeli educational ecosystem.
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GOAL SEVEN

"YU Going Global"

1. Yeshiva University will gain market share of new consumers through affordable, customizable educational products that keep pace with the emerging global economy.
 2. Yeshiva University will identify the needs around the development of appropriate infrastructure to support the delivery of programs and will assist the university in the appropriate build of software, hardware and staffing.
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GOAL EIGHT

Skillset—Science, Technology, Health Sciences

1. Develop a concept paper describing a five-year timeline for increasing research outcomes and productivity.
2. Establish YU Dental
3. Develop Engineering Opportunities
4. Draft and receive NYSED/Discipline-accreditor approval for the following:
 - MS in Behavioral Health Data Science (Ferkauf)
 - MS in Computer Science (Katz)
 - MS in Nursing Practice with tracks (Katz)
 - Accelerated Post-Baccalaureate in Nursing (Katz)
 - Dual BA/BS Nursing degree (Stern/YC/Katz)

GOAL NINE

Mindset—Entrepreneurship and Innovation

1. Develop the next generation of the YU Innovation Lab (“I-Lab v2.0”)
 2. Conduct bootcamps (Founder Bootcamp, Angel Investor Bootcamp and possibly Entrepreneurial Marketing Bootcamp), educational sessions and networking opportunities to cultivate the entrepreneurial fabric of the YU community.
 3. Infuse the Entrepreneurial Mindset into the appropriate curricula across YU’s schools and programs.
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GOAL TEN

Outcomes—Great Jobs and Impactful Careers

1. Actualize the Shevet Glaubach Center plans to serve as a resource to each undergraduate and graduate student from their first year on campus until graduation and throughout their lives.
 2. Further develop professional master’s degree programs that respond to students’ interests and career goals and meet critical human and social needs.
 3. Expand graduate business options for students (whether Yeshiva undergraduates or others) through newly designed programs in the Sy Syms School that will offer choices regarding content, location, timing, and pace of program.
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GOAL ELEVEN

Character—Values and Leadership

1. Create new centers and scholarships that promote our values and leadership.
2. Prioritize values and leadership in our undergraduate admissions process, so that our student body both represents and understands the character goals of Yeshiva University.
3. Partner with the Office of Student Life and student leadership to embed student life with Yeshiva’s core Torah values and an emphasis on leadership.
4. Develop and enhance public facing programs including lectures, seminars and conferences.
5. Create multiple executive education opportunities in leadership for lay and professional leaders in the Jewish community that meet virtually and are revenue-driving.
6. Promote the clinical work in our graduate schools that are premier expressions of our Values and Leadership initiative, including the Perlmutter Center for Legal Justice, Civil Rights Clinic, Wurzweiler’s Jerusalem Clinic, the Sacks Scholars Graduate Fellowship in Ethics and Entrepreneurship as well as Ferkauf’s Parnes clinic and Care Café.