

STRATEGIC PLAN 2018-2021

JULY 2018



dedicated learning. dynamic leadership.





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INTRODUCTION AND BACKGROUND

Founded in 2009, Yeshivat Maharat is the first yeshiva to ordain Orthodox women as rabbinic leaders. We offer an exceptional education in Jewish law, pastoral counseling and leadership training, preparing our graduates to inspire and lead the Jewish people. By providing a credentialed pathway for women to serve as clergy, we increase the community's ability to attract the best and brightest into the ranks of its leadership. Now the community can draw from 100% of the Orthodox population, establishing a stronger pipeline of leaders, and enlivening the community at large with a wider array of voices, thoughts, and perspectives.

To date, 57 women have enrolled in Yeshivat Maharat's programs and 26 have been ordained. Among the current students are women who have diverse professional achievements. Several have advanced degrees, including PhDs, MDs, JDs and master's degrees. Women enroll in Yeshivat Maharat because they want to apply their vast talents and intellects as leaders in the Jewish community.

Using our innovative curriculum taught by passionate faculty, our dedicated administrative staff, and our talented and driven students and alumnae, Yeshivat Maharat ensures that Orthodox women receive excellent education to make them an asset to the collective landscape. Because of Yeshivat Maharat, Orthodox women finally have a place at the pulpit, on the dais, and around the table.

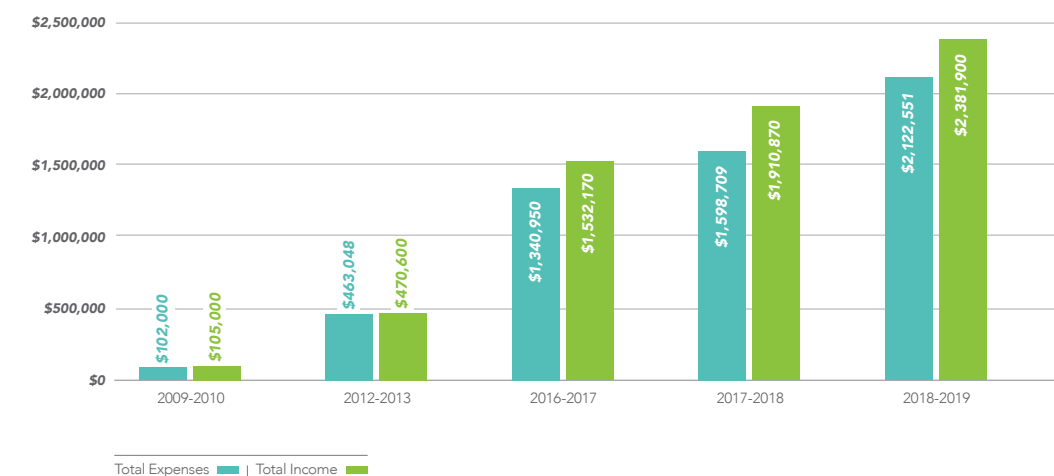
Our students and graduates have served in diverse roles in over fifty communities. In each community where a Yeshivat Maharat alumna serves, she changes hearts and minds, opening these communities to the idea of female clergy. With time and exposure, she changes views from mere acceptance to recognition of the necessary role female clergy play in a community.

As we begin our tenth anniversary year, and celebrate all that we have accomplished, we are well-positioned to create a road map for our future growth and impact. With many graduates already in the field, Yeshivat Maharat began a strategic planning process that reaffirmed our core mission to educate and prepare the very best 21st century rabbinic leaders with a relevant, high-quality curriculum. This core mission is our contribution to the bold vision of creating a more inclusive and deeply educated Jewish community with ordained women leading the way.

ORGANIZATIONAL GROWTH

Over the past decade, Yeshivat Maharat has grown significantly, reflecting increased demand for the torah and leadership our graduates bring to their communities. We have grown from a school of three students and a revenue of \$100,000 in 2009, to 31 students, 26 graduates and budgeted revenue approaching \$2.4 million in 2018-19. As outlined in this strategic plan, we will continue to examine, grow and improve our programs, and bring our torah out into communities around the country and the world.

We have created financial sustainability through diversification of sources. We had 575 individual donors in 2017-2018 and multi-year commitments from more than 20 donors representing almost \$500,000 in the same period. We have received funding from fourteen foundations, with current foundation funding totaling over \$700,000 in the coming fiscal year.





THE PLANNING PROCESS

In 2017, Yeshivat Maharat hired TCC Group, a management consulting firm specializing in nonprofit strategy and capacity building, to guide the organization through a strategic planning process. The key questions and considerations Yeshivat Maharat sought to address through this process included:

1. The ways in which it can most effectively support and educate its female graduates to inspire, lead, and serve the Jewish community;
2. The need for its programs in the context of a changing Orthodox and Jewish landscape;
3. Its unique abilities and positioning compared to other organizations and educational institutions serving the female Orthodox community, the broader Orthodox community, and the entire Jewish community at large;
4. The adaptive capacities needed to prepare for and consider the next phase of its professional leadership;
5. The strengths it can potentially leverage to develop strategic partnerships with others in the Orthodox and broader Jewish community, especially those that share a commitment to building rich Jewish communities with diverse perspectives; and
6. The potential obstacles and opportunities that stand to impact the organization moving forward.

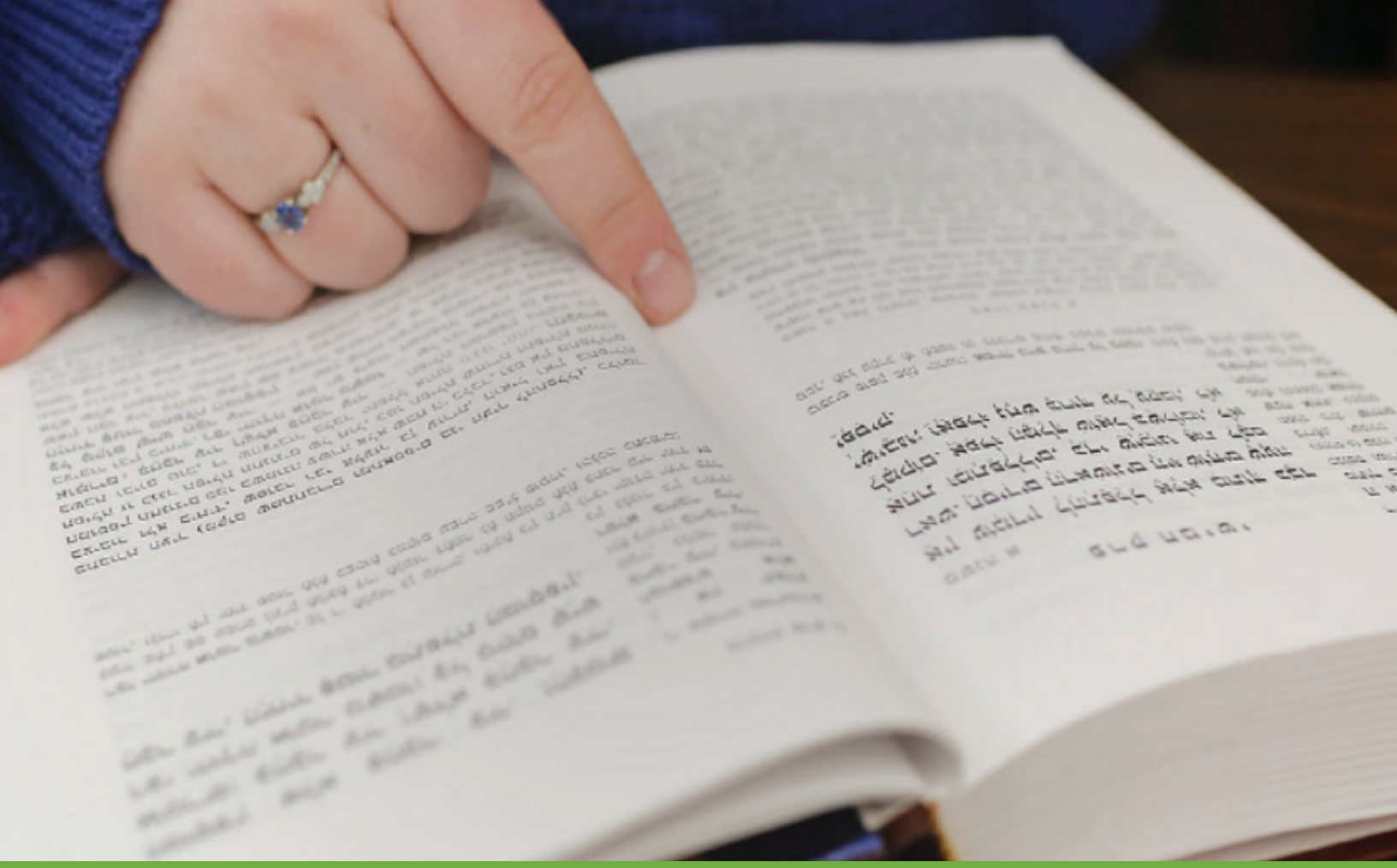
Led by a strategic planning committee, inclusive of select members of the Yeshivat Maharat Board and staff, the process consisted of four phases including:

Planning to Plan Phase [September 2017], during which TCC Group and Yeshivat Maharat worked to: (1) clarify the scope of work, roles, expectations, and timeline; (2) identify critical issues and questions to explore during the formal data collection process; and (3) ensure an efficient and tailored approach that focused on the relevant concerns at hand. Data collection included a **document review**, four **preliminary interviews**, and a review of Yeshivat Maharat's **organizational assessment** using the Core Capacity Assessment Tool (CCAT) from its participation in Project Accelerate. This preliminary data collection culminated in a kick-off meeting with the strategic planning committee, during which participants discussed Yeshivat Maharat's aspirations, immediate and future opportunities, differentiating factors responsible for the organization's value propositions, and potential barriers to achieving its goals. TCC Group also identified individuals and stakeholder groups to be included in the formal data collection process.

Data Collection and Assessment Phase [October – December 2017], during which TCC Group conducted primary and secondary research to understand Yeshivat Maharat organizationally, as well as its internal and external operating environment, from the perspective of a variety of key stakeholders. Data collection activities in this phase included: additional two **internal interviews** with Board members and staff; six **external interviews** with partners such as YCT and JOFA, rabbis who hired Maharat graduates, board members, alumnae and others; and five **focus groups with funders, thought leaders, students, alumnae, and faculty**. Throughout the data collection phase, TCC collaborated closely with Yeshivat Maharat's liaisons to analyze and make meaning of the data and inform additional data collection.

Decision Making Phase [January – February 2018], during which TCC Group synthesized all data gathered and drafted directional language developed in Phase II into a **situational analysis report**. This report provided the strategic planning committee with the information necessary to make informed decisions about Yeshivat Maharat's future direction. Contents of the report were shared and discussed at a four-hour planning retreat, facilitated by TCC Group. Results from this meeting included revisions to Yeshivat Maharat's vision and mission and the identification of three strategic impact goal areas to take the organization forward over the next three years.

Plan Development Phase [March – July 2018], during which TCC Group worked with key Yeshivat Maharat board and staff members to develop a **detailed implementation plan**. Using the findings from the data collection, analysis and visioning processes, small groups were charged with building out the priorities for respective goal areas for the next three years; this included the establishment of, and agreement on, **objectives, strategies, tactical details, and measurable performance indicators**. Board representatives from the Strategic Planning Committee presented progress on the vision, mission and strategic impact goals to the Board executive committee in June 2018. Finally, the small "working groups" outlined the **organizational goals** that would be necessary for the organizations to accomplish to realize its mission-driven strategic impact goals. On July 23, 2018, the Board representatives presented the complete strategic plan to the full Board for final approval.



YESHIVAT MAHARAT VISION AND MISSION

This plan builds on the following vision and mission statements, which were developed during the planning process:

NEW VISION

A world in which Judaism is relevant, Jewish communities are educated, and diverse leaders guide individuals to live spiritually engaged lives.

NEW MISSION

To educate, ordain and invest in passionate and committed Orthodox women who model a dynamic Judaism to inspire and support individuals and communities.



OVERVIEW OF THE STRATEGIC PLAN

Through its first formal strategic planning process, Yeshivat Maharat determined its strategic direction by gaining a deeper understanding of the external opportunities and changes in the community, and determining how Yeshivat Maharat can best position itself for impact within its ecosystem.

The planning process resulted in the articulation of the following vision, mission, strategic impact and organizational goals for Yeshivat Maharat to guide its next three years, and put the organization on a trajectory of greater impact and sustainability.

At the end of this plan, Yeshivat Maharat will emerge as an organization that has deeply re-committed itself to its core values and beliefs, and the quality of service that it provides to its students and the communities they serve. Yeshivat Maharat will also have grown into its crucial role in the broader conversation on Judaism and Orthodoxy, and it will have contributed to the development of a corps of leaders to guide and further this conversation into the future. These aspirations are reflected in a revised mission and vision statement, and documented in the following strategic impact goals in for the next three years:



YESHIVAT MAHARAT STRATEGIC IMPACT GOALS

- ① **GOAL ONE**
Ensure the excellence of Yeshivat Maharat's programs in meeting the needs of female leaders and the communities they will influence.
- ② **GOAL TWO**
Strategically enhance Yeshivat Maharat's engagement with Jewish communities worldwide by promoting diverse Orthodox rabbinic leadership and a living, dynamic Judaism.
- ③ **GOAL THREE**
Build a robust pipeline of the most qualified female Orthodox rabbinic candidates to assume and continue leadership roles in the Jewish community.



“Yeshivat Maharat gave me the opportunity to do what I love: form community through the study and teaching of Torah”

- Rabbanit Goldie Guy '17





YESHIVAT MAHARAT ORGANIZATIONAL GOAL

As Yeshivat Maharat outlined its goals for the next three years, it also identified ways in which it must evolve organizationally to reach these goals. Through the planning process, Yeshivat Maharat leadership also examined the shifts necessary in its governance, fundraising, staffing, communications, and operations. Build Yeshivat Maharat's capacity to successfully achieve its mission and strategic impact goals.

OBJECTIVE AREAS INCLUDE

Governance, Human Resources and Staffing, Revenue Diversification, Operations, Communications, Technology

The strategic impact goals are further elaborated in the subsequent sections. Each strategic impact goal contains between 1 and 4 objectives, which are the near-term goals that must be achieved in order to accomplish the strategic impact goals. The objectives are paired with a series of benchmarks, which are time-bound measures of success for each objective. Objectives and benchmarks are introduced in the following section. For each objective, we have also articulated a series of strategies and activities that comprise the implementation details for achieving the strategic objectives and goals.



"Yeshivat Maharat has enabled me to participate in one of the most exhilarating Jewish religious experiences, immersion in the vast and invigorating sea of Torah."



- Rabba Dina Brawer, '18



PLAN SUMMARY: STRATEGIC IMPACT GOALS

ENSURING PROGRAM EXCELLENCE TO MEET THE EVER-CHANGING NEEDS OF STUDENTS AND COMMUNITIES.

STRATEGIC IMPACT GOAL 1:

Ensure the excellence of Yeshivat Maharat’s programs in meeting the needs of female leaders and the communities they will influence.

Yeshivat Maharat’s education offering is core to the success of creating excellent 21st century rabbinic leaders. Our student-centered educational model recognizes the unique path that every student must travel: she sits at the center of a wheel with several spokes surrounding her - Halakha, Gemara, Pastoral Torah, Leadership, Spirituality, Practical Rabbinics. The contemporary religious leader must be prepared to answer halakhic questions, be present in the hospital, teach, preach, inspire a community and much more. As the Jewish community flourishes and grows, so too the diverse needs of the Jewish People arise in new and exciting areas, and Yeshivat Maharat must be prepared to adapt and deepen our curricular offerings, raising the bar of excellence in rabbinic education.

Rationale

It is clear that developing leaders who can meet the diverse needs of the Jewish community requires a superior program of curricular offerings, and Yeshivat Maharat will hone, maintain and develop learning opportunities that meet those needs.

In order to achieve a high level of excellence in our programming, in this phase of our growth, Yeshivat Maharat will utilize our unique educational approach of integrating the psycho-spiritual human experience together with the world of halakha. Measuring our success is imperative, therefore, we will develop clear educational objectives for each area of study, from halakhah and gemara, to pastoral education, leadership, and pedagogy, so that students can map their progress and growth throughout their four years of study. Additionally, the curriculum will be adapted to meet the needs of our diverse student body, which, in turn, reflect the needs of our diverse Jewish community.

STRATEGIC IMPACT GOAL 1: OBJECTIVES AND BENCHMARKS

In order to ensure the excellence of Yeshivat Maharat’s programs in meeting the needs of students and communities, Yeshivat Maharat has articulated the following objectives to achieve in pursuit of the impact goal. Each objective has accompanying time-bound benchmarks of success, in order to track progress toward achieving the objectives and hold Yeshivat Maharat accountable for achieving the strategic objectives and goals.

OBJECTIVE 1: Advance Yeshivat Maharat’s unique educational philosophy of rabbinic leadership by developing a robust curricular structure linked to clear educational objectives.

- Benchmarks:**
- 4 or 5 key individuals/comparable organizations have been identified and contacted, and best practices have been compiled by June 2019.
 - Yeshivat Maharat faculty are unified in the ways rabbinic teaching philosophy is conveyed by June 2020.
 - Yeshivat Maharat curricular structure revised and operationalized by Summer 2020.
 - Students understand the curricular philosophy and educational benchmarks by Fall 2020.

OBJECTIVE 2: Develop a program delivery structure that caters to the diverse backgrounds and meets the needs and interests of all entering students and the communities they will serve.

- Benchmarks:**
- Curriculum is fully formulated to include new programmatic tracks most relevant to students and communities by August 2020.
 - Yeshivat Maharat is able to monitor the quality and effectiveness of its program delivery, reflect and make necessary shifts as a result of what the data reveals by August 2020.
 - Alumnae are receiving the support they require after completing the program by August 2020.
 - Additional necessary programs are determined and developed by August 2020.
 - Internships and other outside learning activities will be integrated into the educational models and learning objectives by August 2019.
 - Majority of students, regardless of program, background or career intentions, feel the program addresses their needs by August 2021.
 - Majority of Yeshivat Maharat graduates will feel that Yeshivat Maharat has prepared them adequately to perform their work by August 2022.

ENHANCING YESHIVAT MAHARAT'S ENGAGEMENT WITH JEWISH COMMUNITIES WORLDWIDE.

STRATEGIC IMPACT GOAL 2:

Strategically enhance Yeshivat Maharat's engagement with Jewish communities worldwide by promoting diverse Orthodox rabbinic leadership and a living, dynamic Judaism.

In order to achieve a reality of living, dynamic Judaism led by diverse Orthodox rabbinic leadership, Yeshivat Maharat must be known and connected with communities, both large and small, across the world. This goal represents an intentional focus on deepening mutually beneficial relationships with communities in order to share our unique torah from our scholars, while also connecting with potential students and stakeholders.

Rationale

In the ever-changing world around us, there is a growing hunger amongst Orthodox Jewry to find ways to align their religious practice with the modern world around them. At Yeshivat Maharat, we are approaching those issues from our unique sensibility and curriculum of halakha, pastoral torah and modern leadership. These lenses enable us to offer a particular brand of torah which demonstrates a living, dynamic Judaism and is promoted by our diverse Orthodox rabbinic leadership.

In order to deepen our engagement with communities worldwide, we must identify and prioritize our communal investment, considering geographic location, ideological make-up, current investment, and benefits for future of the Yeshiva. We must also take efforts to consider what subject matter and distribution modes best speak to the needs and interests of our constituents. Additionally, we must bring the work of Yeshivat Maharat to the forefront through partnerships with like-minded organizations, presenting at high-profile conferences, and publishing in highly visible arenas.

STRATEGIC IMPACT GOAL 2: OBJECTIVES AND BENCHMARKS

In order to strategically enhance Yeshivat Maharat's engagement with Jewish communities worldwide, Yeshivat Maharat has articulated the following objectives to achieve in pursuit of the impact goal. Each objective has accompanying benchmarks of success, in order to track progress toward achieving the objectives.

OBJECTIVE 1:	Increase Yeshivat Maharat's reach by strategically sharing its core values within diverse Jewish communities.
Benchmarks:	<ul style="list-style-type: none">Yeshivat Maharat staff and board members are able to make decisions about how investment in communities is prioritized (how much and when) by Winter 2019.Ambassadors have connected Yeshivat Maharat with diverse organizations (synagogues, JCCs, college campuses etc.) in three communities per year by Spring of 2020, 2021 and 2022.Yeshivat Maharat's candidates come from new communities, content is distributed in new communities, and students/alumnae are speaking in new communities by Spring of 2020.
OBJECTIVE 2:	Create and disseminate content that promotes Yeshivat Maharat's philosophy and thought leadership across the Jewish community.
Benchmarks:	<ul style="list-style-type: none">Yeshivat Maharat has identified topics that are in line with interests of target audience and relevant to student learning by Fall of 2019 (and ongoing).Yeshivat Maharat has increased access to content through utilizing key media formats by Fall of 2020.All published material is representative of Yeshivat Maharat's mission and quality standards by Fall of 2019 (and ongoing).Increased website and social media traffic by 10% per year over the next three years.
OBJECTIVE 3:	Establish Yeshivat Maharat as a player in national conferences and conversations around issues of importance to our organizational goals and interests.
Benchmarks:	<ul style="list-style-type: none">Yeshivat Maharat is working together with at least two organizations per year to situate our scholars as speakers and contributors to national publications and conferences.Yeshivat Maharat is partnering with at least one other organization per year to host events on issues of importance to our mission.Yeshivat Maharat scholars are seen as a valuable resource for other organizations and are approached for input by at least one new organization per year.

RECRUITING AND MATRICULATING WOMEN OF THE HIGHEST CALIBER TO STUDY AT YESHIVAT MAHARAT.

STRATEGIC IMPACT GOAL 3:

Build a robust pipeline of the most qualified female Orthodox rabbinic candidates to assume and continue leadership roles in the Jewish community.

In order to achieve its goal of building dynamic Orthodox female rabbinic leadership for the Jewish future, Yeshivat Maharat must successfully recruit and enroll the finest candidates for its ordination programs. A successful recruitment strategy will include a thoughtful assessment of target student profiles and cohorts. It will incorporate a multi-faceted strategy for connecting with candidates of the highest caliber, and bringing those candidates through the admission process to the point of matriculation in Yeshivat Maharat.

Rationale

Yeshivat Maharat understands that in order to expand the reach of Orthodox Jewish women as clergy, we need to attract a robust pipeline of excellent candidates and enroll the highest caliber of students in our semikha programs. It is only by bringing in the finest possible students that we will graduate the rabbis we seek to put out into the world.

Successful recruitment will begin with developing a more finely-tuned understanding of the types of students we wish to see in our **beit midrash**. By clarifying our target profile and cohort composition, we will be able to transparently articulate eligibility criteria, which will afford us the ability to both weed out inappropriate candidates and concentrate our focus on those candidates who will be most successful. Connecting with candidates of the highest caliber will be achieved through a combination of strategies including the use of tappers and partner organizations. Once we have made those key connections, we need to ensure that candidates understand both the expectations of the program and the financial resources available to help them during their tenure at the yeshiva. Through close monitoring of the application process, we seek to ensure that candidates complete the application process and matriculate in the yeshiva. Simultaneously, we must understand the reasons that certain candidates do not end up applying and/or accepting offers of admission. Through careful recruitment strategy, we plan to increase our applicant pool and our student body significantly in the coming years.

STRATEGIC IMPACT GOAL 3: OBJECTIVES AND BENCHMARKS

In order to build a robust pipeline of the most qualified female Orthodox rabbinic candidates to assume and continue leadership roles in the Jewish community, Yeshivat Maharat has articulated the following objectives and benchmarks of success.

OBJECTIVE 1:	Clarify target profile and target cohort composition that will best advance Yeshivat Maharat’s mission and impact in the Jewish community.
Benchmarks:	<ul style="list-style-type: none">Yeshivat Maharat will be able to clearly articulate to prospective students its eligibility criteria by August 2018.Student body will be larger and populated by highly qualified students by Fall 2019.Students will come from diverse backgrounds and locations by Fall 2019.
OBJECTIVE 2:	Strategically recruit a robust pipeline of target candidates to ensure Yeshivat Maharat’s students are best suited to deliver on its mission.
Benchmarks:	<ul style="list-style-type: none">Yeshivat Maharat will have adopted recruitment strategies and be actively testing its success by January 2019 (and ongoing).30 new potential candidates will be identified by the “tappers” network by Spring 2020.Yeshivat Maharat will have identified best recruitment sources and which tactics work best by Spring 2019.10 feeder institutions will have become Maharat’s recruiting partners by December 2019, yielding 10 qualified candidates.6-10 applicants will have applied to begin studies in the 2019-2020 academic year.
OBJECTIVE 3:	Select and matriculate most qualified cohort of students each year to assume leadership roles that actualize Yeshivat Maharat’s mission
Benchmarks:	<ul style="list-style-type: none">Interested applicants to Yeshivat Maharat’s programs will have a clear understanding of eligibility and expectations for participation by Spring 2019.Interested applicants to Yeshivat Maharat’s programs will have a clear understanding of available resources by Spring 2019.We will have a clearer sense of why some qualified candidates don’t apply and why some accepted candidates don’t matriculate by Fall of 2019.Applicants not accepted for admission will have access to skills enhancement modes to prepare them to reapply by Fall of 2020.Funding incentives result in recruitment of high quality candidates by Spring 2020.A vetting process is in place for applicant selection by January 2019.



STRENGTHENING YESHIVAT MAHARAT TO SUCCESSFULLY PURSUE AND ACHIEVE ITS MISSION.

ORGANIZATIONAL GOAL:

Build Yeshivat Maharat’s capacity to successfully achieve its mission and strategic impact goals.

The organizational strengthening goal builds off of the strategic impact goals, by asking the question: What internal capacities does Yeshivat Maharat need to build in order to be well-positioned to achieve the impact goals over the next three years?

The areas identified for organizational strengthening in support of the strategic plan include: Governance, Human Resource and Staffing, Revenue Diversification, Operations, Communications, and Technology.

ORGANIZATIONAL GOAL: OBJECTIVES AND BENCHMARKS

In order to build organizational capacity to achieve the strategic impact goals, Yeshivat Maharat has established the following objectives to guide its capacity building over the course of the next three years.



"From Halakha to Hassidut, from commitment to compassion Yeshivat Maharat has shaped me, and given us all the confidence to bring timeless values to a changing world."



- Rabba Claudia Marbach, '18

OBJECTIVE 1: Governance:

Develop and strengthen the Board of Directors to serve as engaged organizational ambassadors and increase Yeshivat Maharat’s financial sustainability.

- Benchmarks:**
- Committees (Executive, Finance, Development) and Task Forces (Program, Recruitment, Community Engagement) will be constructively engaging board members beginning January 19.
 - Staff will be benefiting from regular board feedback and input on generative subjects at quarterly committee and annual board meetings by June 2019.
 - 2-3 new board members with financial expertise who live outside the tri-state region will be identified by April 2019 and recruited by December 2020.

OBJECTIVE 2: Human Resources and Staffing:

Increase and support Yeshivat Maharat’s staff to successfully implement its strategic impact goals according to community needs.

- Benchmarks:**
- Staffing needs will be identified and appropriate job descriptions, both new hires and continuing staff, will be written by December 2018.
 - A new organizational chart and appropriate reporting lines will be in place by December 2018.
 - New staff to accomplish strategic goals will be hired and integrated according to position timelines by June 2020.
 - Clear employee policies and expectations in place by February 2019.
 - Senior leadership is available to engage in external relationship building to achieve strategic impact goals by June 2019.

OBJECTIVE 3: Revenue Diversification:

Build Yeshivat Maharat’s capacity to attract and steward diverse contributed revenue streams and earned income opportunities to support its growth and impact.

- Benchmarks:**
- Yeshivat Maharat has a development strategy in place by December 2018.
 - Number of new donors who will be approached by December 2018 determined by October 2018; Number of new donors to be approached by June 2019, June 2020, and June 2021 to be determined by May 2018.
 - 50% of current donors will increase their level of commitment by 20% by June 2020.
 - 90% of current multi-year donors will recommit by December 2018.
 - 25% increase in new multi-year donors by June 2019.
 - 20% increase in new individual donors by June 2019, 50% by June 2020, 80% by June 2021.
 - 20% increase in foundation commitments and support by June 2019, 30% by June 2020, 40% by June 2021.

OBJECTIVE 4: Operations:

Enhance operational efficiency and effectiveness by ensuring Yeshivat Maharat has the facilities, infrastructure and systems needed to fulfill its strategic impact goals.

- Benchmarks:**
- Facilities capacity assessment will be completed by December 2018.
 - All new facility enhancements completed within 6 months of identification.
 - Board and staff able to gauge financial needs on regular basis and monitor all financial transactions by June 2019.

OBJECTIVE 5: Communications:

Strengthen Yeshivat Maharat’s external communications to build its visibility and effectively reach all stakeholders to achieve its long-term goals.

- Benchmarks:**
- Rebrand and new website will launch by December 2018.
 - New marketing materials utilizing new branding will be created by February 2018.
 - Communications firm will be retained by April 2019.
 - Recruitment video will be complete by March 2019.

OBJECTIVE 6: Technology:

Upgrade Yeshivat Maharat’s technology and capacity to innovate by ensuring it has the systems, equipment and infrastructure needed to fulfill its goals.

- Benchmarks:**
- Rebrand and new website will launch by December 2018.
 - Design and construction of smart classroom and purchase/installation of related technology will be completed by December 2018.
 - Yeshivat Maharat has the ability to successfully track its donors and stakeholders electronically by May 2019.





"As I emerge in the world as a spiritual leader, I appreciate more and more the breadth and depth of the training I received at Yeshivat Maharat."

- Rabbanit Bracha Jaffe, '17

CONCLUSION

Our strong expectation is that this strategic plan will set us on a path toward realizing Yeshivat Maharat's vision of helping to create educated communities led by diverse leaders to help individuals live spiritually engaged lives. The plan set forth above provides a road map that articulates the change we seek, while continuing to refine, grow, and build on the core elements that define us: educating, ordaining and investing in passionate and committed Orthodox women who model a dynamic Judaism to inspire and support individuals and communities.

The three strategic impact goals, of creating a program that demands excellence, of recruiting diverse and committed women dedicated to spiritual leadership, and deepening our impact on and engagement with North American communities and Jewish communal organizations, will guide the work of Yeshivat Maharat over the next three years. The objectives, benchmarks, and strategies grew out of a wide-ranging, participative process. Internal and external data were analyzed broadly, supported by deep listening. The level of interest and engagement from all participants reflected well on Yeshivat Maharat's current state and our readiness for expanded growth and greater impact.

We are grateful to our entire Yeshivat Maharat Board, especially our immediate past Board Chair, Ariel Groveman Weiner, for shepherding this process, and to Abigail Tambor, our current Board Chair who will bring this plan to fruition. We are grateful to our faculty and our administration team whose hard work, pragmatism, and vision will help actualize the plan. We are grateful to Yeshivat Maharat's stakeholders, to our major donors and supporters who have believed in a more equitable Jewish community. Thank you to the more than 1300 individual funders, and 18 foundations who have supported Yeshivat Maharat these past ten years. We are especially grateful to the Jim Joseph Foundation and Aviv Foundation for their financial support of our strategic planning process, and to Project Accelerate for inspiring our path towards building our capacity. We would like to thank the Lindenbaum family for naming the Belda K. and Marcel Lindenbaum Center for 21st Century Rabbinic Leadership, and the Belz Family for naming the Belz Center for Halakhic Studies. Thank you to Zelda R. Stern who provides seed funding to communities to help them to initialize the position before they can support the role independently.

We thank all of our donors for your support, and hope that you will help us bring forward our vision of a relevant and more equitable Jewish community lead by passionate and committed Orthodox women.

ANNEX I

STRATEGIC GOAL SUB-BUDGETS

GOAL ONE: PROGRAM: Ensure the excellence of Yeshivat Maharat’s programs in meeting the needs of female leaders and the communities they will influence.

	2018-2019	2019-2020	2020-2021
Salaries	\$430,040	\$542,941	\$559,229
Payroll Taxes/Insurance/Benefits	\$82,490	\$108,588	\$111,846
Adjunct Faculty	\$70,000	\$73,500	\$77,175
Leadership: Faculty and Guest Speakers	\$59,000	\$61,950	\$65,048
Consultants/Guest Lecturers/Interns	\$11,350	\$12,000	\$13,000
Stipends			
Four-year program	\$207,400	\$265,000	\$265,000
Executive Ordination Track	\$63,500	\$78,500	\$80,000
Overhead	\$42,000	\$44,100	\$46,305
Student Life			
Orientation	\$4,000	\$4,250	\$4,500
Shabbaton	\$7,500	\$8,000	\$8,000
Student Professional Development	\$1,500	\$2,000	\$2,000
Student Activities	\$1,000	\$1,500	\$1,500
Executive Ordination Track			
Travel	\$10,000	\$12,000	\$12,000
Housing/Food	\$5,800	\$6,000	\$6,000
Alumnae			
Placement Subsidies	\$30,000	\$60,000	\$60,000
Travel/Alumnae Day	\$3,500	\$5,000	\$6,500
Alumnae Professional Development	\$2,400	\$3,000	\$3,500
Yom Iyun/Open House	\$2,950	\$4,000	\$4,000
Program Evaluation	\$3,000	\$25,000	\$5,000
Total	\$1,037,430	\$1,317,329	\$1,330,603

GOAL TWO: COMMUNITY ENGAGEMENT: Strategically enhance Yeshivat Maharat’s engagement with Jewish communities worldwide by promoting diverse Orthodox rabbinic leadership and a living, dynamic Judaism.

	2018-2019	2019-2020	2020-2021
Salaries	\$168,800	\$173,864	\$179,080
Payroll Taxes/Insurance/Benefits	\$33,044	\$34,773	\$35,816
Professional Services	\$3,275	\$6,000	\$7,000
Website Design/Hosting	\$4,168	\$2,000	\$2,000
Promotional Merchandise/Advertising	\$4,000	\$5,000	\$5,500
Video/Podcast	\$10,600	\$12,000	\$12,000
Journal Design and Printing	\$8,000	\$10,000	\$10,000
Community Engagement Events/Activities	\$95,000	\$95,000	\$95,000
Public Relations	\$48,000	\$40,000	\$40,000
Overhead	\$3,254	\$4,881	\$7,322
Total	\$378,141	\$383,518	\$393,717

GOAL THREE: RECRUITMENT: Build a robust pipeline of the most qualified female Orthodox rabbinic candidates to assume and continue leadership roles in the

	2018-2019	2019-2020	2020-2021
Salaries	\$88,435	\$111,088	\$114,421
Insurance/Benefits	\$15,092	\$22,218	\$22,884
Meorot/Campus Visits/College Shabbaton	\$18,250	\$20,000	\$22,000
Recruitment Video	\$15,000	\$15,000	\$15,000
Emerging Scholars Program	\$20,000	\$20,000	\$20,000
Advertising/Website	\$8,600	\$10,000	\$10,000
Total	\$165,377	\$198,306	\$204,305





TOTAL OPERATING BUDGET

Expenses	2018-2019	2019-2020	2020-2021
Program	\$1,037,430	\$1,317,329	\$1,330,603
Community Engagement	\$378,141	\$383,518	\$393,717
Recruitment	\$165,377	\$198,306	\$204,305
Operating	\$541,603	\$486,153	\$581,839
Total Expenses	\$2,122,551	\$2,385,306	\$2,510,464

Income	2018-2019	2019-2020	2020-2021
Confirmed Foundation Grants	\$669,000	\$550,000	\$124,000
Unconfirmed Foundation Grants	\$235,000	\$400,000	\$925,000
Confirmed Multi-Year Gifts (non-foundation)	\$394,900	\$282,500	\$282,500
Unconfirmed Multi-Year Gifts	\$178,000	\$400,000	\$450,000
Single Year Gifts (non-foundation)	\$645,000	\$670,000	\$725,000
Restricted & Pass Through	\$60,000	\$80,000	\$98,000
Project Accelerate	\$200,000	\$50,000	
Total Income	\$2,381,900	\$2,432,500	\$2,604,500





ANNEX II

STRATEGIC PLAN INTERVIEWS AND MEETING ATTENDEES

Internal Interviews

Rabba Sara Hurwitz

Amanda Shechter

Ariel Groveman Weiner

Rabbi Jeff Fox

Rav Avi Weiss

Abigail Tambor

Board Round Table participants

Alexandra (Sasha) Fox

Leah Krakinowski

Ann Pava

Rabba Abby Brown Scheier

Daniela Bellows Schreiber

Erica Schwartz

Rabbi Dr. Daniel Smokler

Zelda R. Stern

Abigail Tambor

Dr. Chaim Trachtman

Ariel Groveman Weiner

Elena Neuman Lefkowitz

External Interviews

Rabbi Dov Linzer, Yeshivat Chovevei Torah

Daniel Perla, Yeshivat Chovevei Torah

Dr. Sharon Weiss-Greenberg, JOFA

Rabbi Nissan Antine, Beth Sholom Congregation

Dr. Giti Bendheim, Jewish communal supporter

Sarah Robinson, GPATS graduate

Dr. Steven Bayme, AJC/Yeshivat Chovevei Torah faculty

Rabba Yaffa Epstein, Pardes faculty/Maharat graduate

Abi Dauber Sterne, Hillel

Student Roundtable Participants

Marianne Novak	Rabbi Tali Adler
Rabba Dina Brawer	Atara Cohen
Rabba Melissa Scholten-Gutierrez	Jennifer Geretz
Liz Shayne	Tali Schaum Broder
Tanya Farber	Rabbanit Leah Sarna
Jenna Englender	Livya Timestit
Yael Smootha	Michal Kohane
	Rebecca Blady

Donor Roundtable

Debbie Cosgrove, Jewish Women’s Foundation of New York	Steven Green, Jim Joseph Foundation
	Adam Simon, Aviv Foundation
	Brenda Zlatin, Blaustein Foundation

Alumnae Roundtable Participants

Rabbanit Bracha Jaffe	Rabba Yaffa Epstein
Maharat Ruth Balinsky Friedman	Maharat Dasi Fruchter
Rabba Dr. Anat Sharbat	Rabba Abby Brown Scheier
Rabba Dr. Carmella Abraham	Maharat Rachel Kohl Finegold

Survey Participants

Rabbi Shmuel Hain, Young Israel Ohab Zedek of North Riverdale/Yonkers	Rella Feldman, Jewish communal supporter
	Rabbi Elie Kaunfer, Hadar

ANNEX III

YESHIVAT MAHARAT BOARD OF DIRECTORS

Board of Directors

Alexandra “Sasha” Fox	Daniela Bellows Schreiber
Dr. Daniel Held	Erica Schwartz
Leah Krakinowski	Andrew Silberstein
Chani Laufer	Rabbi Dr. Daniel Smokler
Elena Neuman Lefkowitz	Zelda R. Stern
Rabba Claudia Marbach, Student Representative	Abigail Tambor
Atara Miller	Dr. Chaim Trachtman
Ann Pava	Ariel Groveman Weiner
Rabba Abby Brown Scheier	

Advisory Board

Rabbi Michael Balinsky	Rachel Keren
Smadar Ben-David	Judy Klitsner
Rav Rahel Berkovits	Rabbi Shmuel Klitsner
Rav David Bigman	Esther Krauss
Rabba Devorah Evron	Rabbi Dov Linzer
Rabbi Steven Exler	Rabbi Shlomo Riskin
Rabbi Zev Farber	Rabbi Adam Scheier
Reb Mimi Feigelson	Rabbi Hanan Schlesinger
Dr. Sylvia Barack Fishman	Rabbi Hyim Shafner
Rabbi Aaron Frank	Rabbi Mendel Shapiro
Blu Greenberg	Rabbi Daniel Sperber
Dr. Lynn Kaye	Rabbi Saul Strosberg
Rav Meesh Hammer-Kassoy	Rabbi Uri Topolosky
Rabbi David Kalb	Rabbi Mishael Zion
Rabbi Yosef Kanefsky	Avigail Zohar

Staff and Faculty

Rabbi Avi Weiss, Co-Founder

Rabba Sara Hurwitz, Co-Founder and President

Rabbi Jeffrey S. Fox, Rosh Yeshiva

Rabbanit Devorah Zlochower, Dean

Amanda F. Shechter, Executive Director

Jen Vegh, Director of Community Engagement

Dr. Esther Altmann, Director of Pastoral Education

Rabbi Dr. Erin Leib Smokler , Director of Spiritual Development

Rabba Wendy Amsellem, Talmud and Halakha Faculty and Keren Journal Editor

Rabbi Adam Mintz, Talmud and Practical Rabbinics Faculty

Maya Bernstein, Leadership Faculty

Molly Pollak, Pedagogy Faculty

Rabbi Herzl Hefter, Advanced Kollel Faculty

Dr. Miriam Benhaim, Process Group Facilitator

Dr. Sarah Stemp, Process Group Facilitator

Laura Shaw Frank, Director of Admissions, Placement, Internships, and Alumnae Support

Atarah Mark, Operations Associate

ANNEX IV:
YESHIVAT MAHARAT CURRENT GRADUATE PLACEMENTS

2018

Rabbi Tali Adler
Faculty
Hadar Institute, New York, NY

Rabba Dina Brawer
Community Educator
Boston, MA

Rabba Claudia Marbach
Chaplain and Community Educator
Hebrew Senior Life, Dedham, MA and One Night Shtender, Newton, MA

Rabbanit Leah Sarna
Director of Religious Engagement
Anshe Sholom B’nai Israel, Chicago, Illinois

Rabba Melissa Scholten-Gutierrez
Community Camp Ambassador
Jewish Federation of Greater Atlanta, Atlanta, GA

Rabba Wendy Amsellem
Faculty and Journal Editor
Yeshivat Maharat, Bronx, NY

Rabbi Dr. Erin Leib Smokler
Director of Spiritual Development
Yeshivat Maharat, Bronx, NY

2017

Rabba Dr. Carmella Abraham
Community Educator
Hillels of Westchester, Purchase, NY

Rabbanit Chava Evans
Community Educator
Rockville, MD

Rabbanit Goldie Guy
Talmud Faculty
SAR High School, Bronx, NY

Rabbanit Bracha Jaffe
Community Educator
Beth Tfiloh Congregation and Schools, Baltimore, MD

Rabba Eryn London
Chaplain
New York Presbyterian Hospital, New York, NY

2016

Maharat Hadas (Dasi) Fruchter
Clergy
Beth Sholom Congregation and Talmud Torah, Potomac, MD

Rabba Ramie Smith
JOFA UK Ambassador
London, UK

Rabbanit Alissa Thomas-Newborn
Clergy
B’nai David-Judea Congregation, Los Angeles, CA

2015

Rabba Avital Engelberg
Talmud Teacher
Midreshset Ein Hanatziv, Israel
Midreshet Ein Prat and the Hartman Girls High School - Jerusalem, Israel

Rabba Yaffa Epstein
Director of Education in North America
Pardes Institute of Jewish Studies

Maharat Miriam Gonczarska
Educator in the Polish Jewish Community - Brooklyn, NY

Rabbi Lila Kagedan
Clergy
The Walnut Street Shul, Chelsea, MA
Lecturer of Medical Ethics at New York Medical College & Touro College –
New York, NY

Rabba Dr. Anat Sharbat
Associate Rabba
Hebrew Institute of Riverdale – The Bayit, Riverdale, NY

2014

Maharat Rori Picker Neiss
Executive Director
Jewish Community Relations Council of St. Louis – St. Louis, MO

Maharat Victoria Sutton
Clergy and Director of Education and Community Engagement
Congregation Beth Israel (CBI) - Berkeley, CA

2013

Maharat Rachel Kohl Finegold
Clergy and Director of Education & Spiritual Enrichment
Congregation Shaar Hashomayim – Montreal, Canada

Maharat Ruth Balinsky Friedman
Clergy
Ohev Sholom – The National Synagogue – Washington, DC

Rabba Abby Brown Scheier
Educator and School Administrator
Montreal, Canada

2009

Rabba Sara Hurwitz
Rabba, Hebrew Institute of Riverdale – The Bayit, Riverdale, NY
Co-founder and President, Yeshivat Maharat



dedicated learning. dynamic leadership.

