



2009 STRATEGIC PLAN

Our Mission

Tarbut V'Torah Community Day School students learn to think critically and creatively, achieve their fullest potential, are prepared to be leaders, possess a strong sense of Jewish values, identity and community and live joyous and meaningful Jewish lives.

Our Vision

Tarbut V'Torah Community Day School is a world-class Jewish day school with exceptional academics, faculty and leadership in a warm, safe and diverse Jewish environment. Through a unique combination of rigorous secular and Judaic learning, we equip our students with the skills and experiences required to excel at the finest universities and are best prepared for a successful future. Our students, parents, faculty, and supporters view Tarbut V'Torah Community Day School as a provider of superior education and an integral part of their community.

Strategic Plan

1. *Enrollment - Grow K-12 enrollment by at least 6% annually over the next 5 years from 600+ to 800 students, with substantial increased enrollment in the Middle School and Upper School.*
 - a. Build an Admissions office that actively recruits Jewish families and effectively manages and utilizes an enthusiastic parent/student committee.
 - b. Decrease overall attrition with particular focus on current primary exit points (conclusion of 5th/6th grade and 8th grade) through dedicated administrative resources and integrated action plan.
2. *Financial – Operate school at break-even within four years and budget surplus within five years, coupled with funding of permanent endowment.*
 - a. Implement a fundraising plan that will, within 4 years, generate sustainable annual funding of at least \$1.5m in non-tuition revenue (in addition to the existing \$1m scholarship grant).
 - b. Optimize tuition revenue as enrollment grows.
 - c. Within 4 years, implement a budget that is fully funded, except for scholarships and supplemental programming which will be supported by fundraising.
 - d. Secure a funding commitment to cover the 3-4 year transition from deficit to planned break even.
 - e. Create a financial aid process that qualifies all applicants in advance and stays within a budget that has been fundraised and collected in advance.

3. *Leadership – Secure an exceptional permanent Head of School (“HOS”).*
 - a. Retain a permanent HOS to begin 2010-2011 school year through our diverse HOS Search Committee along with Advisory Committees made up of faculty and clergy.
4. *Academics and Programming – Provide students with the highest caliber skills and experiences to be competitive for admission to top universities.*
 - a. Expand and update our dynamic program of study in US based on college preparatory curriculum and excellent academics; both secular and Judaic.
 - b. Continue to improve competitive sports programs and expand broad-based, innovative extra-curricular options.
 - c. Continue and expand a respectful approach to Judaic observance and culture that is inclusive and comfortable for students at all levels of observance and engages our students with options as they mature and grow.
5. *Marketing/Communications – Employ state of the art marketing and communication methods to increase enrollment, decrease attrition and support annual fundraising goals.*
 - a. Develop strong external communication campaign that actively promotes and markets our culture of warmth and community coupled with academic excellence as an outstanding educational experience for all Jewish students throughout Orange County.
 - b. Develop strong internal communication campaign for administration, faculty, parents, students and alumni including to assist with recruitment of new families to TVT and support of Annual Giving Campaign.
 - c. Develop strong internal communication campaign for administration, faculty, parents and students to reduce attrition and bridge transition from LS-MS and MS-US.
 - d. Partner with BJE, local synagogues and Jewish youth organizations to significantly expand social interactions beyond TVT student population and to more intimately expose TVT to Jewish non-students.
6. *Facilities and Campus Growth – Provide a state of the art campus that fosters exceptional programming in education, athletics, arts and technology.*
 - a. Establish a standing Facilities Committee charged with maintaining and optimizing the use of our current physical plant.
 - b. Ensure the Facilities Committee regularly evaluates the right time to begin the next phase of campus build-out.