

Krieger Schechter
Day School



Kadima **OUR PATH FORWARD**

STRATEGIC PLAN 2021-2026



As we look
to the future,
**this strategic plan
aims to secure
the future of KSDS**
as an academically
robust and thriving
educational
community, financially
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generations to come.

Dear Krieger Schechter Day School Community,

For 40 years, Krieger Schechter Day School has prepared students for success as engaged members of society, deeply committed to their Jewish heritage and the betterment of the world at large. As we look to the future, this strategic plan aims to secure the future of KSDS as an academically robust and thriving educational community, financially sustainable for generations to come. The plan builds on our longstanding tradition of academic excellence and charts a new vision for a 21st century Jewish day school education. In an environment grounded in a contemporary, pluralistic understanding of Jewish tradition, our students gain the skills, confidence, and disposition required to meet the challenges of the future.

"Kadima: Our Path Forward" is the result of nearly two years of collaboration within the KSDS community. Guided by extensive market research, community involvement, and design-thinking influenced conversations, the strategic planning committee constructed this plan in order to guide our educational community toward the future. With pride, we share this plan with the entire Krieger Schechter Day School community and invite you to join us as we work to put its initiatives into action.



Rabbi Moshe Schwartz
Head of School



Jenny Gamliel
KSDS Board Chair



MISSION

Krieger Schechter Day School of Chizuk Amuno Congregation provides an unparalleled Jewish and general studies education empowering our students to become confident, successful, and valued members of society as committed and knowledgeable Jews.

VALUES

Our values are Jewish values. We expect every member of our community to act with consideration and kindness for others. Whether you call it *menschlichkeit* (humanity) or *derekh erez* (dignity), these values have their foundation in Jewish teachings and traditions. They sustain our school community, just as they sustain the Jewish community as a whole.

PRIORITY 1

REIMAGINE TEACHING AND LEARNING

to deliver an exceptional student experience



PRIORITY 2

BECOME A DESTINATION WORKPLACE

by hiring, developing, and retaining best-in-class educators for both general and Judaic studies



PRIORITY 3

STRENGTHEN THE SCHOOL EXPERIENCE

by cultivating and enhancing our relationship with the Chizuk Amuno Congregation & Schools community





PRIORITY

REIMAGINE TEACHING AND LEARNING

to deliver an exceptional student experience

We are a school founded on principles of scholarship and academic excellence, cultivating opportunities for students to grow, create, lead, and innovate with purpose, values, and a sense of joy, now and in the future. This strategic priority calls on us to support and sustain our current program's strengths, as well as push forward to innovate and inspire students and families in new ways. In today's world, students will meet new challenges requiring novel mindsets. As the college and professional world demands more creativity, adaptability, and deep critical thinking, we must continue to build new learning experiences with these priorities in mind.



PRIORITY 1 INITIATIVES

1.1 Audit the current curricular program for alignment and consistency.

Using the school's mission, values, and this strategic priority as a filter, we will engage the faculty, staff, and students to ensure alignment and consistency across grade levels and build new opportunities for students in all grades. This audit will include a full review of curriculum, learning outcomes, assessment practices, resources, educational pedagogy, as well as space and materials.

1.2 Create and enhance capstone experiences that reflect our mission and values.

These flagship programs will demonstrate the KSDS commitment to leadership, service, Jewish tradition, and our dual language Hebrew program, representing signature elements of the Krieger Schechter student journey.

1.3 Develop a consistent narrative of the student journey that tells our unique story and can be articulated by all educators and stakeholders.

1.4 Design a portrait of a KSDS graduate making it clear to the internal and external community what differentiates a KSDS education.

1.5 Research and evaluate alternative tuition strategies that will attract new students as well as secure financial sustainability.



PRIORITY

BECOME A DESTINATION WORKPLACE

by hiring, developing, and retaining best-in-class educators for both general and Judaic studies

Finding, attracting, and retaining educators who embody our commitment to excellence and our foundation in Jewish values is paramount. By creating opportunities for growth and leadership which support and develop our team of educators, the initiatives in this strategic priority focus on making KSDS a destination workplace for K-8 educators.



Become a destination
workplace by hiring,
developing and retaining
best-in-class educators
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Judaic studies

PRIORITY 2 INITIATIVES

- 2.1 Study and explore new methods, models, and strategies** to recognize faculty for their work. This includes a comprehensive review of teacher salaries and benefits, in addition to identifying best practices to further reward faculty and staff.
- 2.2 Strengthen the partnership between faculty and administration by leveraging the faculty-administration steering committee on teaching and leadership.** This group will help advise the administration on all matters that impact faculty well-being, development, and growth.
- 2.3 Formalize the evaluation process for faculty, administration, and staff.** This includes developing a standardized mechanism for feedback and support that adheres to best practices.
- 2.4 Reimagine faculty growth and leadership development.** This initiative will foster new pathways to and opportunities for leadership at KSDS and in the greater educational community.
- 2.5 Reimagine and reinvest in hiring processes and protocols** in order to design new ways to attract and recruit best-in-class faculty. Additionally, we will further professionalize the process of soliciting candidates for all disciplines and interviewing new teachers with the intention of hiring those who reflect a range of voices and experiences.
- 2.6 Develop a pipeline of Judaic studies and Hebrew language educators.** This initiative will attract, hire, and retain teachers who possess the ability and desire to teach in a Jewish Day School with a dual-language curriculum.



PRIORITY

3 STRENGTHEN THE SCHOOL EXPERIENCE

by cultivating and enhancing our relationship with the Chizuk Amuno Congregation & Schools community

Throughout its forty year history, Krieger Schechter Day School has been a treasured gem within the broader Chizuk Amuno Congregation learning community. With its four schools, Chizuk Amuno provides a gateway to rich educational experiences at all points along the Jewish journey. Our third strategic priority affords the opportunity to capitalize on the diverse strengths, resources and spaces of Chizuk Amuno Congregation and each of its schools. This creative partnership will maximize the collaborative potential and leverage the collective wisdom of our interrelated communities. Our innovative efforts will bolster Krieger Schechter Day School's academic and values-based mission in the nurturing environment of the greater Chizuk Amuno Community.



PRIORITY 3 INITIATIVES

3.1 Identify efficiencies through a comprehensive review of school and synagogue resources. This initiative includes an examination of staff, finances, physical space, and purchasing, with a view toward leveraging and enhancing shared resources.

3.2 Drive financial sustainability by optimizing the integration and coordination of operations and services, including admissions, development, marketing and communications, and business office services.

3.3 Enhance the school experience for all students and families by actively joining with the congregation and its schools for communal programming.

3.4 Broaden and enrich each student's Jewish identity by creating compelling opportunities to engage with the religious, educational, and social life of the congregation and its schools.

Strengthen the school
experience by cultivating
and enhancing our
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The Chizuk Amuno
Congregation &
Schools community

THE CREATION OF THIS PLAN

Krieger Schechter Day School launched a comprehensive strategic planning process in the summer of 2018. In collaboration with the KSDS Board, Head of School Rabbi Moshe Schwartz assembled a lay led committee. For a strategic plan to be successful, it must be a living document, rooted in the values, ideas, and dynamism of its community. Thus, the school engaged Leadership + Design. The firm's design-driven process helped to develop the framing and context for a bold, forward-looking vision for our school.

The strategic planning committee was made up of both Krieger Schechter and Chizuk Amuno board members, Chizuk Amuno Senior Rabbi Joshua Gruenberg, school parents, and community members. Further, the process engaged faculty, staff, administration, and parents from both the school and synagogue.

Led by the strategic planning steering committee and in collaboration with Chizuk Amuno, the process moved from community studies, interviews, and classroom visits, to community-wide design days, further research, and distillation into three strategic priorities. The framework was finalized in January 2020 and then the Covid-19 pandemic took center stage. While the work of safely operating a school amidst a health crisis slowed the launch of the strategic plan, the ideas generated by the community, the surrounding enthusiasm for the process, and the strategic necessity to chart a vision forward has never wavered. On behalf of the entire strategic planning committee, we are incredibly excited to share it with the entire community.

BACKGROUND

SPECIAL THANKS

Special thanks to the co-chairs of the Strategic Planning Committee, Donna Balinkie and Mindy Silverman, Board chairs Jodi Moskowitz and Jenny Gamliel, committee members Dr. Andrea Lieber, Rabbi Joshua Gruenberg and Dr. Steve Pomerantz for their time, energy, and commitment to this endeavor and to Lee Sherman, Glenn Easton, Sarah Manekin, and Pam Friedman for their engagement in the process. Thanks to Lower School Head Wendy Gelber, Office Manager Miriam Golob, and especially to Middle School Head Dr. Robyn Blum, for her key role in shepherding the process.

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THANK YOU

