

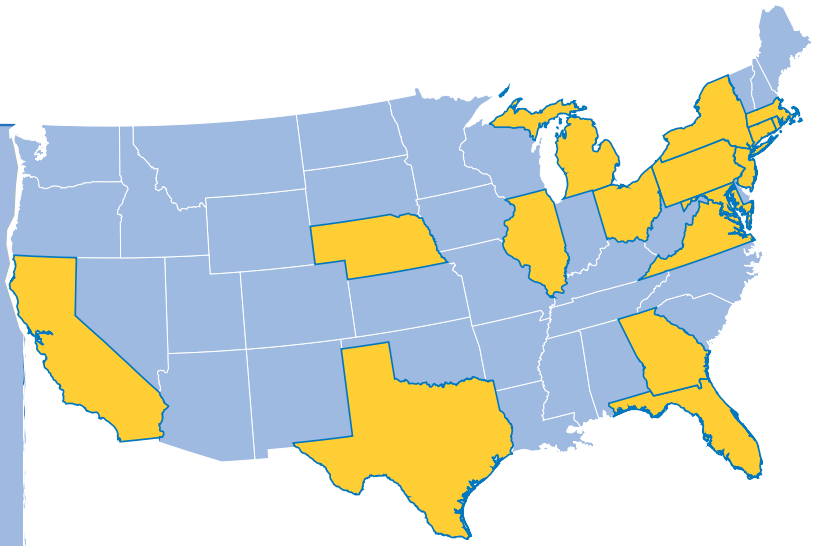
# Scaling Up

## 2016 Annual Report

### Modernizing Hebrew Schools

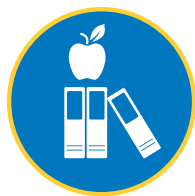
## Our Impact

**50** Synagogue Partners  
Over **2,500** Students  
And **250** Teachers Trained  
**17** States and **3** Countries



 Our partner locations

g's purpose is to create an engaging, relevant, affordable, and accessible. We strive to instill a love of lifelong learning and to create an environment in which students, teachers, parents, and the community experiences Jewish values as a meaningful way to navigate the world.



Curriculum



Technology



Professional  
Development

# The Team

- We believe that an engaging, Jewish values**
- ▶ **education is essential for children and their families to live meaningful Jewish lives**

## Our 2016 Board & Staff

### Board of Directors

Larry Chafetz, Board Chair  
Cary Benjamin, Treasurer  
Richard Scherr, Clerk  
Gil Bonwitt  
Devin Schain  
Ana Robbins  
Susan Schoenberg  
Diane Troderman  
Joshua Troderman

### Executive Staff

Joshua Troderman, Chief Executive Officer  
Debi Himelfarb, Chief Operating Officer  
Jason Brzoska, Chief Financial Officer  
Sarah Sicherman, Director of Marketing  
Liana Mitman, Director of Program Management  
Erica Reder, Assistant Director  
Rabbi Danielle Gobuty Eskow, Rabbi-in-Residence  
Michele Rosenfield, Director of Educational Technologies  
Charlie Sherman, ShalomLearning Ambassador



Dear Friends and Partners,

March 13th, 2017

I am delighted to report that in 2016, ShalomLearning has once again outpaced every single one of our target performance goals: students engaged, teachers trained, and synagogue partnerships established.

The Jewish world is growing and evolving because of the work that we do and none of this would be possible without the incredible support and faith from The William Davidson Foundation and the William and Audrey Farber Family Foundation, and you. Every contribution makes a difference, and you will find a complete list of our supporters on the back cover. By keeping our lights on, we are lighting up the world together. Thank you all so very much.

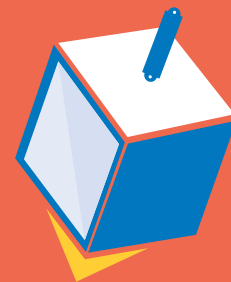
ShalomLearning provides blended learning (education technology) curriculum and services to congregational schools, supports extensive hands on training, and is building an inspirational network of best practices and resources for our teachers at an astonishing rate, as you will see in this report. Ultimately we are teaching students in North America and around the world, how to use Judaism as a moral compass for everyday decisions.

Through entrepreneurship and innovation in educational technology, Judaism is evolving and growing. Thank you for being the visionaries and partners that are truly affecting positive change in the world.

**Gratefully Yours,  
Joshua Troderman, CEO**

# Congregational Partnerships

## 82% Retention Rate in 2016



As we increased our connections to congregational communities across America and spent more time with Jewish educators, we continued to uncover that Hebrew schools are in desperate need of modernization. Our focus on pluralism, Jewish values, blended learning technologies and professional development led to a significant growth in synagogue partnerships. It is no accident that the ratio of conservative and reform congregations are equal; this is a testimony that a cross denominational platform is not only possible, but indeed essential in the post-ideology evolution of this millennium.

Adas Israel Congregation   Washington, DC   179   12	Temple Beth El   St Petersburg, FL   35   11
Am Yisrael   Northfield, IL   112   16	Temple Beth El   Springfield, MA   14   2
Anshe Emet Synagogue   Chicago, IL   52   2	Temple Beth El   Great Neck, NY   40   8
Aventura Turnberry JC Beth Jacob   Aventura, FL   23   3	Temple Beth Elohim   Wellesley Hills, MA   355   17
B'nai Shira Jewish Learning Center   Rockledge, FL   9   2	Temple Beth Emet   Cooper City, FL   64   4
Bet Chaverim   Columbia, MD   20   2	Temple Beth Shalom   Austin, TX   145   7
Beth El Synagogue   Omaha, NE   37   2	Temple Beth Torah   Tamarac, FL   51   5
Beth Hillel Congregation Bnai Emunah   Wilmette, IL   36   2	Temple Beth-El   Northbrook, IL   108   6
Beth Sholom Rodfe Tzedek   Chester CT   13   2	Temple Chaverim   Plainview, NY   40   2
Beth Sholom Congregation   Frederick, MD   23   8	Temple Emanu-El   Providence, RI   28   1
Congregation B'Nai Torah   Sandy Springs, GA   65   6	Temple Emanuel   Newton, MA   6   5
Congregation Beth El   Norfolk, VA   53   11	Temple Emmanuel   Virginia Beach, VA   21   4
Congregation Beth El of Montgomery County   Bethesda, MD   18   3	Temple Israel   West Bloomfield, MI   90   3
Congregation Or Hadash   West Vancouver, BC   24   4	Temple Israel   Norfolk VA   20   1
Congregation Har El   Sandy Springs, GA   23   2	Temple Israel   Boston, MA   30   7
Congregation Shma Koleinu   Houston, TX   38   9	Temple Israel of the City of New York   New York, NY   155   14
Isaac M. Wise Temple   Cincinnati, OH   20   3	Temple Jeremiah   Northfield, IL   8   3
Jewish Community of Amherst   Amherst, MA   40   7	Temple Judea   Coral Gables, FL   58   7
Judische Liberale Gemeinde Or Chadash   Switzerland   5   1	Temple Kol Ami Emanu-El   Plantation, FL   20   4
Kehilat Shalom   Gaithersburg, MD   11   4	Temple Ohabei Shalom   Brookline, MA   20   2
Kehillat Bet Hamidrash   Norfolk, VA   3   1	Temple Or Rishon   Orangevale, CA   40   3
Main Line Reform Temple   Wynnewood, PA   227   9	Temple Shalom   Succasunna, NJ   20   2
Oseh Shalom   Laurel, MD   12   3	Temple Sinai   Saratoga Springs, NY   16   2
Sha'are Torah   Gaithersburg, MD   23   2	Temple Solel   Hollywood, FL   14   1
Temple Beth Avodah   Newton Center, MA   87   11	Town and Village Synagogue   NYC   32   4
	ShalomLearning Unaffiliated Online   65   13

**50 Congregations | 2533 Students | 253 Educators**

## 2016 Annual Totals

Partner Growth Rate

**127.27%**

Student Growth Rate

**195%**

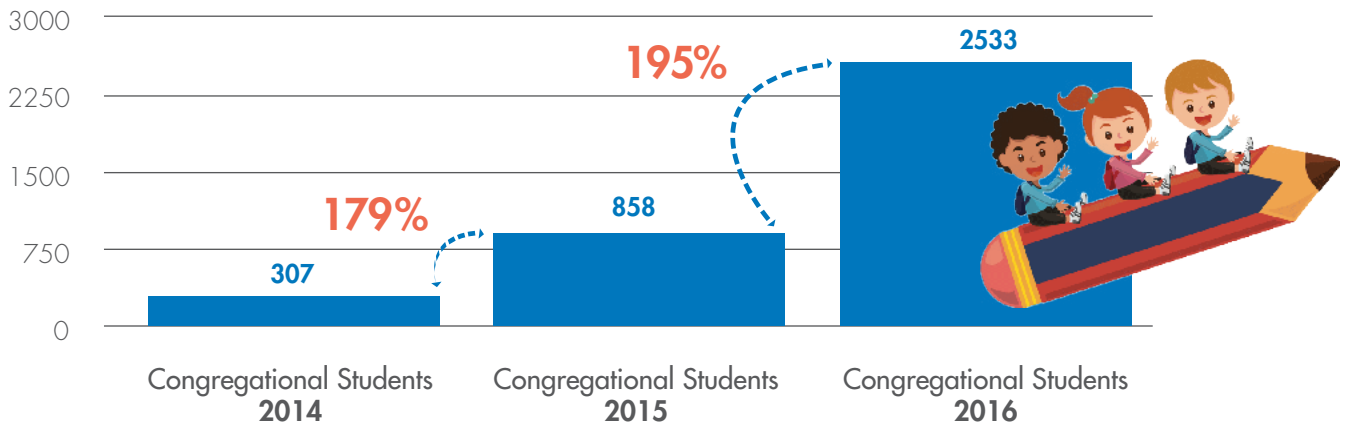
Educator Growth Rate

**412%**

# Scaling Up



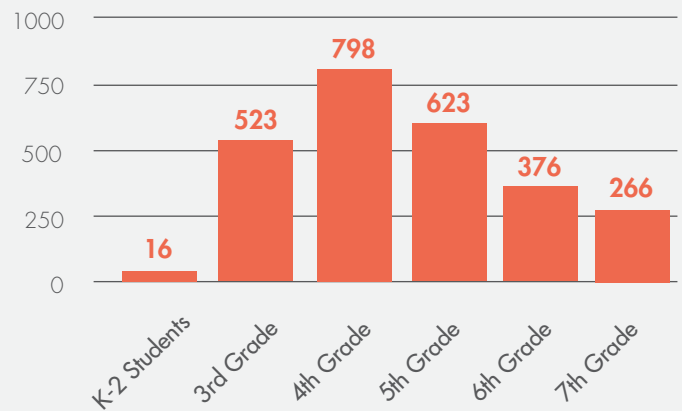
## Student Growth Chart



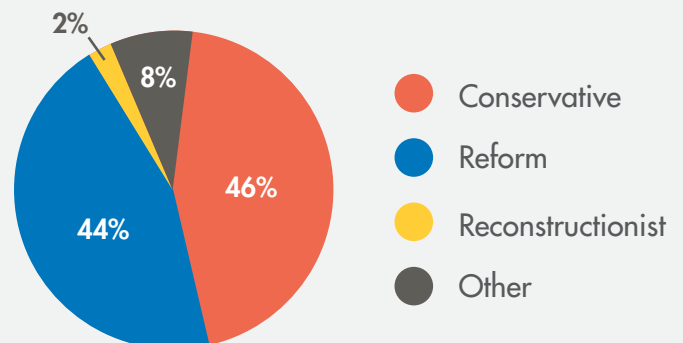
## 2016 Enrollment Data

### 2016 Congregational Students Breakdown by grade

This is a snapshot of ShalomLearning congregational students by grade in the 2016-17 academic year.



### 2016 Congregation Affiliations



# Specific Measurable Goals

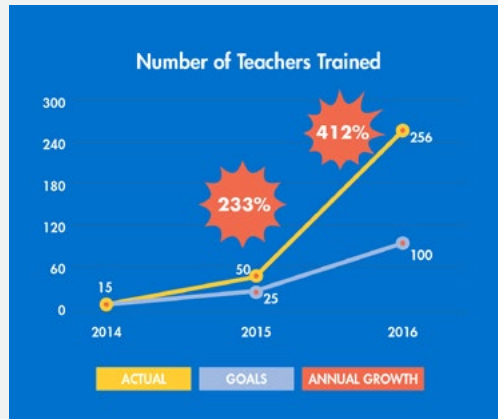
## The Scoreboard of Success



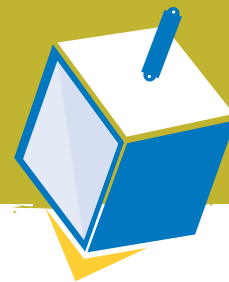
ShalomLearning prides itself on setting specific goals and benchmarks for success. Using *Scaling Up: Mastering the Rockefeller Habits 2.0 by Verne Harnish* as our guide, we instituted an organization wide "scoreboard" to monitor our four main measurements of success: students, teachers, synagogue partners, and \*cost per student. By constantly measuring our progress, we have successfully surpassed each of our programmatic goals for the past two years.

\*For cost per student measurements, see page 6: Affordability

## Students, Teachers & Partners



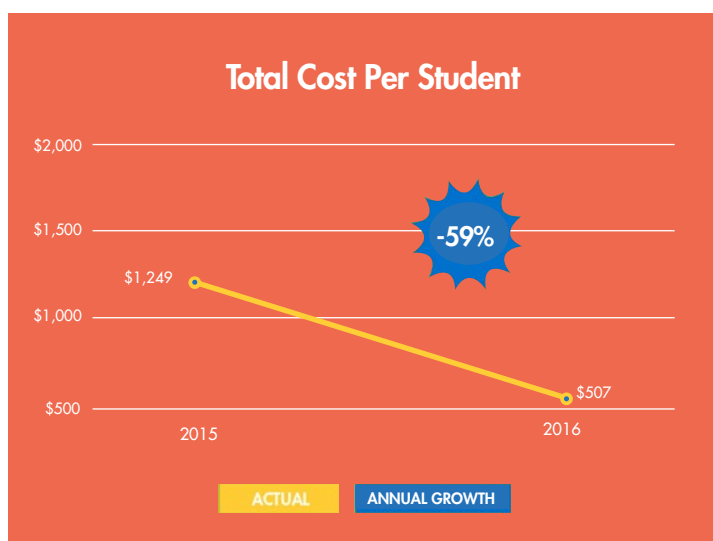
# Affordability



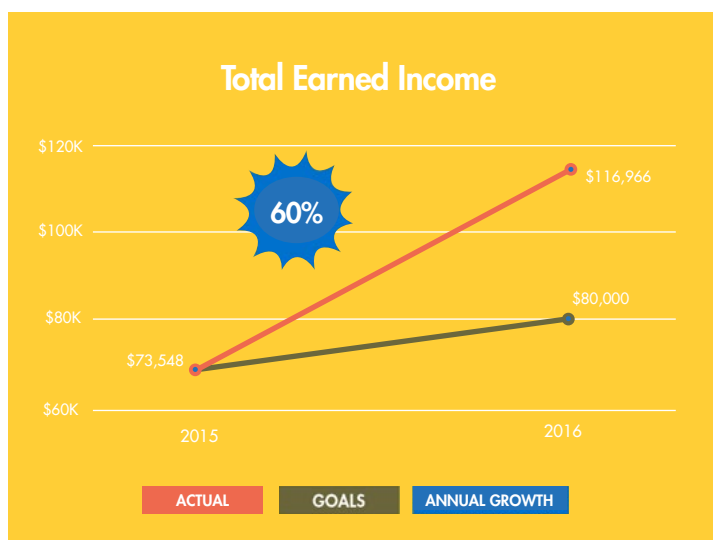
## On the Path to Sustainability

When dividing up our total programming budget by the amount of students enrolled, in 2014 our cost per student was \$2,320. With our current trajectories, by 2019 the cost will be reduced to \$133/student.

**A 94% decrease  
over six years!**



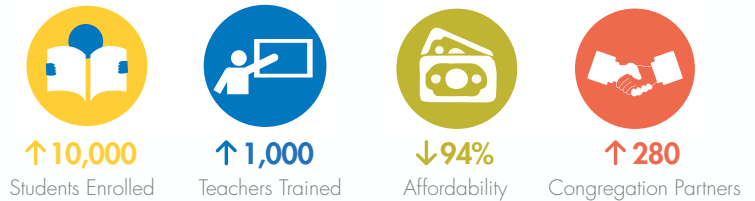
As we realize the economies of scale and our student populations grow, our cost per student diminishes significantly; yet another profound impact of investing in venture philanthropy.



The majority of our programmatic revenue is from our synagogue partnerships. In 2016, the average revenue generated from each of our 50 partners was \$2,100. That revenue combined with the payments from our online only students totaled \$116,966 - approximately 9% of our operating expenses. With our continued growth and revised pricing models, we anticipate programmatic revenue to cover over 50% of our costs by 2019.

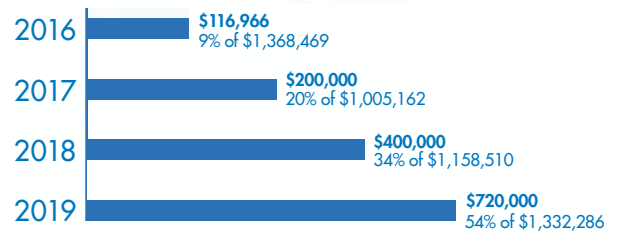
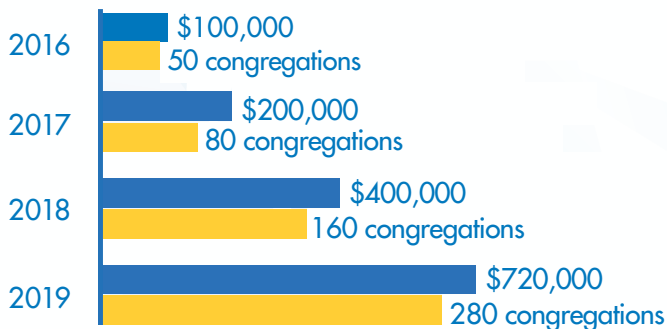
# The Road Ahead

By 2019, we aim to achieve the following:



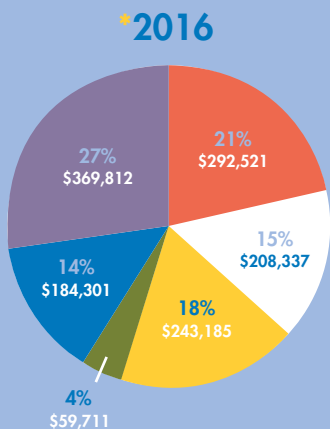
Our 5-year plan increases programmatic revenue to account for 54% of our budget. Our projection formula assumes an 80% synagogue retention rate of the previous year and an equal number of new partnerships.

## Our Revenue Model

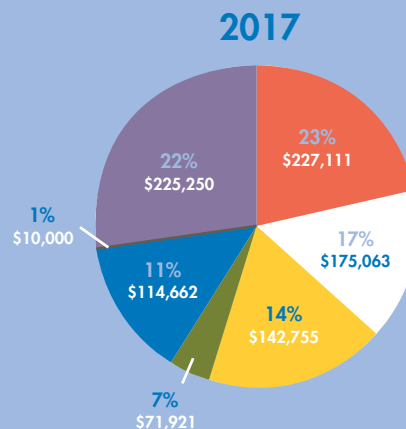


Programmatic Revenue will cover 54% of Annual Budget

## Expenses by Department



- Student Programming & Support
- Teacher Training
- Marketing & Sales
- Program Evaluation
- Fundraising
- JChoice Grants to Charitable Organizations
- General & Administrative



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\*Final audit figures will be available by May 15th, 2017

# Building The Future of Jewish Education

## Philanthropic Revenue and Innovation Capital

### Angels

\$1,000,000 +



Stacey and Andrew Rosen\*  
Devin and Sarah Schain\*  
Terrie and Bradley Bloom Family Foundation

### Founders

\$200,000 - \$999,999

### Leaders

\$50,000 - \$199,999

Anonymous  
Mark Levitt\*  
Emanuel J. Friedman Philanthropies  
Fred Schaufeld\*  
Diane Troderman

### Scholars

\$5,000 - \$49,999

Anonymous  
Leo M. Bernstein Family Foundation  
Larry Chafetz  
The Mazal Fund  
Marshall Gobuty  
Karen and Chris Segal

### Friends

Up to \$4,999

Anonymous - Judy Baruch - Cary Benjamin - Gil Bonwitt - Jason Brzoska - Irwin Chafetz Family Charitable Trust - Dean and Leslie Cohen  
Lou Cove - Michael Feinstein\* - Neal Glickfield - Debi Himmelfarb - Martin B. Hoffman - New Kalman Sunshine Fund - Bonnie Leiberman  
Robert and Michelle Leven\* - Amanda Littman - Gary Littman - Steven and Dana Marlow - Carolyn Meckler - Liana Mitman - Jessica Moszkowicz  
Michael Nadel - Martin and Doris Payson - Erica Reder - Gabriel Reder - Julia Reder - Moshe Reder - Max and Rebecca Rochkind Family Foundation  
Michele Rosenfeld - Cathy Salamon - Richard Scherr - Charlie Sherman - Jane and Larry Sherman\* - Lorraine Sherman - Sarah Sicherman  
Lorin Troderman - Rebecca Wood - Jeffrey Wolfe - David Yellin

\* Investors who provided support for ShalomLearning prior to 2015

**Double your impact  
to shape the future  
of Jewish education  
in 2017!**

**Every dollar you donate to ShalomLearning this year  
(up to \$500,000 total) will be matched 1:1 by the  
William and Audrey Farber Family Foundation.**

ShalomLearning's Scaling Up growth and expansion began in 2015 through a generous challenge grant from the William Davidson Foundation.

**For giving opportunities please contact [donate@ShalomLearning.org](mailto:donate@ShalomLearning.org) or 301.660.3800**

ShalomLearning is the DBA name for Jewish Causes of Choice, which is a registered 501(c)(3) public charity with Federal EIN 26-2818594