



2024-2027 STRATEGIC PLAN

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OVERVIEW

① The Power of Digital to Meet User Needs in the Experience Economy

Digital has emerged as one of the most transformative forces in Jewish life during the past two decades — and its influence is only continuing to rise. The power of digital has always started with its unparalleled reach and accessibility, serving as a mass onramp extending far beyond the institutional frameworks of the American Jewish community. But increasingly, digital is more than just a tool for initial discovery: The Covid-19 pandemic left even more people turning online as they search for new ways to explore and connect to Jewish life.

This turbocharged hunger and need for new Jewish pathways echoes a related decades-long trend in American society that also accelerated in response to the pandemic: the rise of the experience economy,¹ a paradigm that describes the growing importance that consumers are placing on impactful experiences. In this construct, “experience” is meant in the broadest sense — not only to describe conventional examples such as vacations or concerts but the experience that a person derives from any exchange, whether it be in-person or online.

Like all businesses, media companies must move aggressively to adapt to the emerging preferences and needs of their users. To be sure, producing high-quality content that people want to consume is still the critical starting point. But one-way delivery of information is no longer enough. Media companies must be offering increasing depth and dimensions of experience to their core offerings, including greater opportunities for interactivity and community.

¹ First described by B. Joseph Pine II and James H. Gilmore in 1999, the experience economy is one where consumers are driven by memorable and transformative experiences and where products are more effectively sold by emphasizing the impact they can have on people's lives. Several recent articles and surveys found that the experience economy continues to be a powerful and increasing driver of consumer choice and a corresponding focus by corporations (and nonprofits) placed on user experience in design and technology.

70 Faces Media: A 100-Year-Old Startup

70 Faces Media is uniquely equipped to deliver on this vision demanded by users, given our rich experience in creating compelling content, deep understanding of diverse audiences, the breadth of our distribution and enhanced digital capabilities.

Doing so will carry on our century-long tradition of leveraging cutting-edge information and communication technologies to strengthen Jewish life. Moreover, it will build upon 70 Faces Media's successes during the pandemic, when we quickly adapted to serving as a leading producer of and connector to digital experiences for the Jewish community.



NEW YORK
LONDON
PARIS
WARSAW
JERUSALEM

Jewish Telegraphic Agency, Inc.

1059 NATIONAL PRESS BUILDING
WASHINGTON, D. C.

With the founding in 1917 of the Jewish Telegraphic Agency (JTA), our flagship international news service, we were trailblazers in utilizing the new technology of the day to keep our readers informed about the developments impacting Jewish communities around the globe. More than eight decades later, with the launch of My Jewish Learning in 2002, we created the first Jewish pluralistic information site — a groundbreaking step in realizing the internet's potential to exponentially expand access to Jewish knowledge. In 2015, we brought these storied brands together to create 70 Faces Media, realizing that future innovation and relevance required that we transform ourselves from digital content creators into a full-fledged digital media publisher.

The immediate strategic goal of our newly combined organization was to build out a range of technical capabilities and leverage these investments to greatly scale our overall reach. In just a few years, we tripled our overall web traffic, with the vast majority walking through our digital doors after typing a question into a search engine or landing on our sites after clicking on a friend's social media post. We were proud of

these results, but soon realized that this was not enough: We needed to scale not just our reach, but also our engagement and impact. So, starting in 2018, we shifted our strategic focus to going deeper, working to turn more and more of these one-off visitors into ongoing users, welcoming them to the Jewish conversation and helping them deepen their sense of connection to Jewish life and Jewish community.

Thanks to our efforts during these first two strategic stages of 70 Faces Media, we are now reaching more than 2.4 million monthly web visitors, and serving nearly half a million email subscribers and more than one million social media followers. More importantly, as a study by Rosov Consulting found, our first strategic steps to deepen engagement with our users are already paying off — our brands are having a rich and varied impact on the lives of our diverse and growing audiences. Not only are we increasing Jewish knowledge, but our brands are helping people bolster their sense of Jewish connectedness and belonging, strengthen their own Jewish communities and feel more confident to engage in Jewish life and embark on Jewish journeys of their choosing.



Once again, however, we must do more.

We must go beyond our historic role of broadcasting information to serving as the digital connective tissue of the Jewish community, meeting people where they are and providing them with pathways to deepen knowledge, connection, belonging and meaning.

● Becoming the Digital Connective Tissue of the Jewish Community



ART BY AYALA MEIDAN

In the face of tectonic industry shifts and mounting communal challenges, we must go beyond our historic role of broadcasting information to creating and linking people to the full range of digital experiences. **Our expanded mission is to serve as the digital connective tissue of the Jewish community, meeting people where they are and providing them with pathways to deepen knowledge, connection, belonging and meaning.**

This expanded mission is guiding us as we embark on our next stage of growth. In this next strategic phase, we will continue to strengthen our core brands and redouble our efforts to go deeper with our audiences. But, in order to meet the ever-expanding needs of current and future users, we must simultaneously ramp-up creation of new types of offerings and bolster our efforts to strengthen our partners throughout the Jewish nonprofit sector.

STRATEGIC PRIORITIES

To advance our expanded mission, over the next four years, we will pursue the following strategic priorities:

● **Our Brands**

Accelerate our efforts to deepen and add dimension to the overall experience we deliver through our brands.

● **Digital Experiences**

Create and scale interactive digital experiences that provide new pathways for Jewish discovery and participation through community.

● **Field Building**

Help our hundreds of partners scale and thrive to ensure users have access to a wider and enhanced digital marketplace of Jewish offerings.

OPERATIONAL ENABLERS

To ensure best-in-class delivery on these strategic priorities, we must also invest in the operational capabilities that enable us to do this work, as follows:

● **Technology**

Get better, faster, stronger on technology, product design and data.

● **Talent**

Maintain a forward-looking collaborative organizational culture that drives innovation and attracts, develops and retains talent.

● **Revenue**

Unlock the consumer power of our users while also continuing to grow sales and philanthropy.



STRATEGIC PRIORITIES

OUR BRANDS

Accelerate our efforts to deepen and add dimension to the overall experience we deliver through our brands.

Our core brands remain the foundation of everything we do, serving as our main engine for attracting new and diverse audiences and going deeper with them. The more often we engage people with our brands — and the more varied the engagement — the more impact we have on their Jewish lives. Because we know that this is especially true for those coming to one of our brands at least several times per month, it is critical that we convert more and more visitors into ongoing users by providing them with an enriched and expanded experience.

● STRATEGIC PRIORITIES

The first step is to make sure our properties are being guided by and delivering on the following brand-specific strategies:



NEWS

Produce head-turning journalism that is impactful and/or tells people something they didn't know before.



DISCOVERY

Create opportunities for users to explore Jewish life, build their confidence to participate in Jewish traditions and practices and go deeper in their learning.



CULTURE

Connect young Jews more deeply with their Jewish identity and validate their place in the Jewish community.



PARENTING

Help parents connect to their Jewish identity and find moments of entertainment, joy and commiseration in their everyday life.



FOOD

Share the diversity of Jewish food to connect people to their own Jewish identity and the global Jewish experience.



NEW YORK

Help New Yorkers explore and connect with the city's vibrant Jewish culture and diverse communities.

We will pursue these brand-specific strategies in combination with the following cross-brand strategies to ensure effective distribution, innovative content and product creation, greater opportunities for user engagement and participation, and offerings that reflect the full diversity of the Jewish world:

- ① Bolster our **main acquisition pipeline** for attracting new visitors and converting them into ongoing users.
 - A. Constantly adapt search, social and marketing strategies to attract new users.
 - B. Strengthen investment in most successful email acquisition strategies.
 - C. Drive top-of-mind awareness of our individual brands through focused and sustained PR/marketing efforts.
- ② **Deepen and broaden engagement** with ongoing users through increased product development and reader involvement.
 - A. Expand and enhance the product mix on email, our main channel for ongoing engagement.
 - B. Develop products on underutilized channels that provide rich and different user experiences.
 - C. Expand opportunities in different products and channels for reader involvement that drive affinity for our brands.
- ③ Ensure our brand offerings are better reflecting the **diversity of the Jewish world** by doing more to explore and highlight:
 - A. Communities outside of the major geographic centers of Jewish life.
 - B. The Jewish world's wide spectrum of political, religious and cultural identities and beliefs.
 - C. Various underrepresented and historically marginalized groups and communities.

METRICS OF SUCCESS

BY 2028, WE WILL HAVE:

Loyal Users

Increased the number of total **email subscriptions** by 33%.



Increased the number of **recurring email newsletter subscribers** and **recurring email subscriptions** by 30%.



Increased the number of **individuals who are “highly engaged”** (defined as visiting a 70 Faces Media brand site at least 4x per month) by 50%.



BY 2028, WE WILL HAVE:

Digital Engagement

Increased the number of **pageviews across 70 Faces Media brand sites** by 30%.



Increased **likes, comments and shares across social media platforms** by 50%.



Increased **video views across social media platforms** by 70%.



Create and scale interactive digital experiences that provide new pathways for Jewish discovery and participation through community.

Building on the momentum of several successful pilot initiatives, we will dramatically increase production of these transformative offerings that provide users opportunities for greater interactivity and connection as they deepen their Jewish knowledge and explore Jewish life. These expanded offerings will intersect with our core brands but require an independent investment of resources and new ways of operating.

- ① Ramp up production of **one-time experiences** that bring users together, including:

- A. Pre-holiday classes that empower users to engage and find greater meaning in Jewish practice and ritual.
- B. Opportunities for text study.
- C. Guided virtual tours that help people explore Jewish communities and history in places they are unlikely to visit in-person.
- D. Panels featuring 70 Faces Media journalists to help make sense of current events.
- E. Exclusive conversations with authors, thought leaders and high-profile cultural figures.
- F. Performances that introduce audiences to artists and cultures.

● STRATEGIC PRIORITIES

② Build out opportunities for users to come together for **journeys of exploration.**

- A. Produce and scale evergreen course offerings that have broad appeal and can be offered repeatedly to a wide range of audiences.
- B. Develop next-level tracks in select topic areas based on user interest and market opportunities.
- C. Launch pilots to address emerging voids in the marketplace.

③ Create **perpetual digital spaces** that offer ongoing community around shared areas of interest or need.

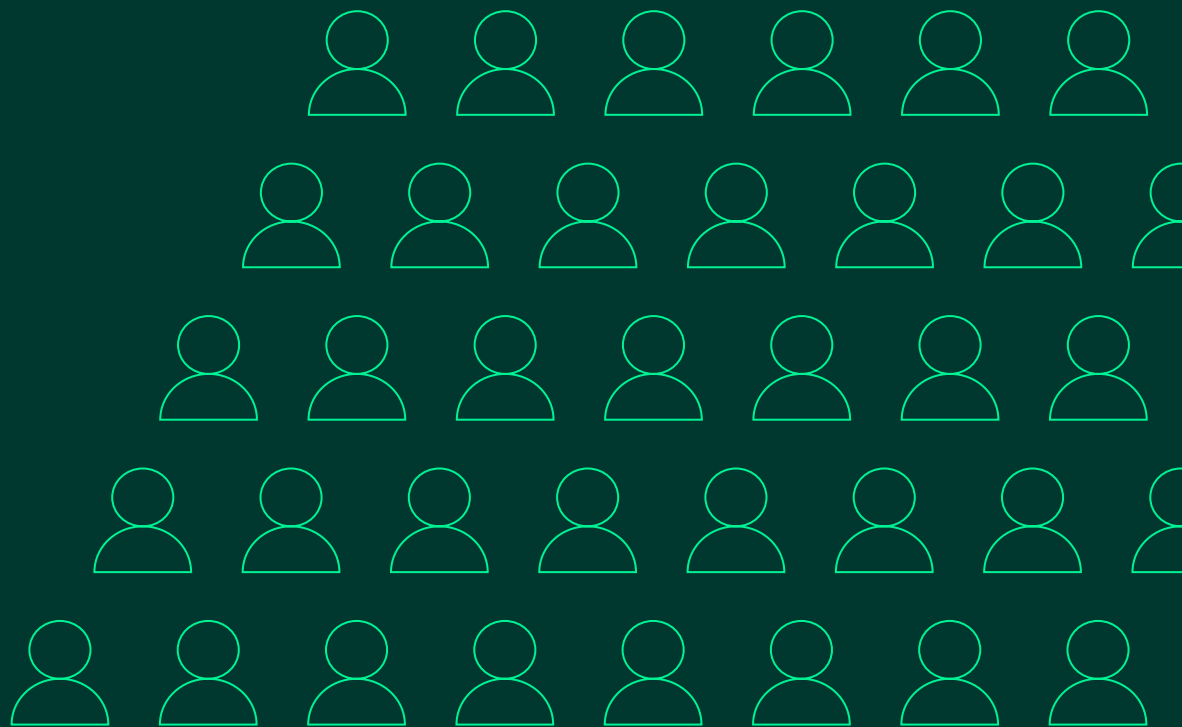
- A. Build out affinity groups around our brands featuring special events and other exclusive offerings.
- B. Expand digital opportunities for users to gather together regularly to explore areas of shared interest.
- C. Scale existing ritual gatherings and launch new ones as needed to enable more users to engage in Jewish prayer and practice while feeling supported and connected.

METRICS OF SUCCESS

BY 2028, WE WILL HAVE:

Quadrupled the annual number of **individuals engaged through one-time experiences, courses or perpetual digital spaces.**

65,000
ANNUALLY



FIELD BUILDING

Help our hundreds of partners scale and thrive to ensure users have access to a wider and enhanced digital marketplace of Jewish offerings.

Creating the full range of digital and in-person experiences craved by our existing and future audiences is not feasible on our own. They need much more than we could possibly create. Therefore, in addition to enhancing our own offerings, we must provide our audiences with tools to seamlessly discover and access experiences provided by outside partners. In addition, to optimize these offerings, we must help our partners do digital better. So we will also step up our efforts to bolster the digital capabilities of our partners across the Jewish community, increasing their ability to provide meaningful and transformational experiences to their audiences. Toward that end, we will:

- ① Develop **marketplaces** that connect our growing user base to online and in-person Jewish experiences.
 - A. Optimize The Hub for greater distribution, personalization, scalability and monetization.
 - B. Experiment with new marketplace opportunities that allow us to diversify our brand offerings and meet emerging needs.
- ② Build out **service offerings** designed to help communities and other Jewish organizations scale and thrive.
 - A. Scale participation in the Jewish Digital Summit and leverage this annual event to create an ongoing community of learning for Jewish professionals and lay leaders.
 - B. Pilot white-labeled products and other options for local communities to leverage our offerings to better serve their constituents.
 - C. Provide opportunities for organizations to leverage 70 Faces Media user data to better understand and engage their communities.

- ③ Implement initiatives to strengthen the quality and viability of **local Jewish journalism**.

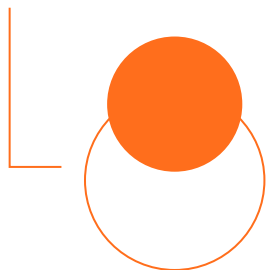
- A. Develop a suite of digital products and services to help local Jewish newspapers drive audience growth, user engagement and revenue.
- B. Partner with journalism organizations to provide enhanced professional development opportunities for journalists at local Jewish media outlets.
- C. Explore lower-cost models for producing and distributing local Jewish news.

METRICS OF SUCCESS

BY 2028, WE WILL HAVE:

Increased **annual referral traffic sent to partners** from The Hub by 100%.

600K
REFERRALS



Increased the annual number of **participants in the Jewish Digital Summit** by 50%.

1,200
PARTICIPANTS





OPERATIONAL ENABLERS

ENABLER 1

**Get better, faster,
stronger on
technology, product
design and data.**

Effective implementation of our Strategic Plan will require will require investment in technology. The imperative is not only to move forward with immediate upgrades, but — in the face of ongoing, rapid and often unpredictable industry changes — we must have the resources to deploy more nimble and adaptive approaches to product design and user experience, data collection and analysis, and artificial intelligence.

To that end, we will:

- ① Enhance our infrastructure and external resources for **product design and user experience.**
 - A. Invest in major one-time platform creation and upgrades.
 - B. Increase our monthly investment in platform development and maintenance by 25%.
 - C. Create staff positions that support enhanced technology and user experience.
- ② Invest in new **data collection strategies and tools** to better understand our audiences, drive impact and increase revenue.
 - A. Create a staff position to enhance ongoing data analysis and recommendations aimed at bolstering engagement, while also ensuring we are adapting our data collection strategies in the face of ongoing industry changes.
 - B. Invest in apps and tools that require user log-ins to give us more robust insights into and direct relationships with our users.
 - C. Launch a task force of staff and experts to make data-related recommendations for the organization.
- ③ Develop smart and nimble ways to **engage with AI.**
 - A. Launch an AI task force with staff and experts to monitor relevant developments and make recommendations for the organization.
 - B. Devote a track of the 2024 Jewish Digital Summit to exploring AI's implications for Jewish organizations.

ENABLER 2

Maintain a forward-looking collaborative culture that drives innovation and attracts, develops and retains talent.

The engine of all of our growth and success has and will continue to be our staff, along with our network of freelance contributors. Through rapid expansion and a shift to a fully remote work environment, our team has repeatedly delivered on aggressive goals requiring creativity, entrepreneurship and coordination. Surveys have found that members of our staff are highly satisfied and motivated, and that they value their role as collaborative partners in advancing our mission and making the organization a great place to work. We must ensure that we continue to have a dedicated and energized staff, nurtured by a supportive organizational culture, while also doing more to foster and develop our freelance contributors. To do so, we will:

- ① Push forward with **high-impact gatherings** that build esprit de corps and foster a culture of collaboration and empowerment, including:
 - A. In-person department retreats and all-staff retreats.
 - B. Regular virtual all-staff meetings.
 - C. Opportunities to socialize outside of work settings.
- ② Invest in increased **professional development and growth** opportunities for staff.
 - A. Allocate dedicated resources to professional development.
 - B. Identify areas of training and professional development to ensure that necessary redundancies exist across the team.
 - C. Connect professional development to department and organization-wide goals and priorities.

③ Improve **goal-setting, tracking and performance management.**

- A. Strengthen our shared culture and process around setting, tracking and celebrating goals at the individual, departmental and organizational level.
- B. Improve cross-departmental communication around goals.

④ Strengthen pipeline for identifying, elevating and sustaining **talented freelance writers, educators and other content producers.**

- A. Increase standard rates for freelance contributors and explore new, mutually beneficial compensation models.
- B. Scale and enhance high school, college and early career fellowships and other training programs that enrich and diversify our content while helping to produce the next generation of Jewish journalists and content producers.

ENABLER 3

Unlock the consumer power of our users while also continuing to grow sales and philanthropy.

Creating a highly diversified multi-million-dollar stream of revenue from our users is critical to our long-term financial viability. Our strategic priorities will empower our brands to produce free and innovative content and products for various constituencies, but they will also position us to dramatically increase fees and grassroots donations from our users. Doing so will help us evaluate and improve our offerings, since one of the most powerful measures of whether we are providing real value is a person's willingness to make a payment or grassroots donation. Even as we strive to ramp up user revenue, we must maintain the growth of our existing multi-million-dollar revenue streams.

To advance all of these efforts, we will:

- ① Monetize new products and experiences and continue enhancing grassroots fundraising strategies to create a **multi-million-dollar user revenue stream.**
 - A. Leverage our course build-out to create a meaningful and growing profit center to support other mission-related programs with greater reach.
 - B. Introduce ticketing and donation opportunities to an increasing number of our events and ongoing groups.
 - C. Expand 70 Faces Media e-commerce offerings and increase production of dedicated content that drives affiliate revenue.
 - D. Continue to adapt grassroots fundraising strategies to maintain significant annual growth.
 - E. Forge revenue-sharing partnerships with individual content producers, organizations, institutions and other media outlets to bolster all of the above efforts.
- ② Ensure 70 Faces Media is operating the **most successful partnership group** in Jewish media by continuing to innovate our offerings, adapt to industry and market changes, and further optimize ad operations.
 - A. Leverage our investment in digital experiences to create new advertising and partnership opportunities for our partners.
 - B. Constantly iterate and innovate media solutions that meet evolving needs in the Jewish nonprofit sector, as well as the broader digital marketplace.
 - C. Grow small-to-medium sales through proactive and targeted outreach to key customers, as well as best-in-class services for agencies and third parties.
 - D. Adapt to changing trends and technologies in the publishing, advertising and marketing industry.
 - E. Fully monetize all organic content streams via display advertising and sponsorships.

③ Drive **philanthropic growth** through further optimization of our giving pipeline and launching additional fundraising initiatives.

- A. Strengthen our pipeline of institutional and individual prospects and donors across levels to develop a robust \$1,000+ giving pyramid.
- B. Prioritize multi-year commitments from both institutional and individual donors, enabling greater focus on stewardship of multi-year donors and acquisition of new donors.
- C. Incorporate other types of support, such as legacy giving, creating a more sustainable philanthropic revenue model.
- D. Increase the number of board members serving as effective philanthropic ambassadors, positioning them to engage and solicit more prospects.
- E. Formalize policies, procedures and documentation around philanthropy.

④ Drive top of mind awareness of the **70 Faces Media corporate brand** in a manner that supports the above revenue strategies.

- A. Implement revamped 70 Faces Media branding.
- B. Launch a new organizational website that showcases the full breadth of 70 Faces Media offerings and makes it easier for stakeholders to find information.
- C. Expand opportunities for 70 Faces Media staff members to share insights and case studies with stakeholders regarding digital engagement and innovation.

APPENDIX A:

IMPLEMENTATION TIMELINE & KEY MILESTONES

OUR BRANDS

Accelerate our efforts to deepen and add dimension to the overall experience we deliver through our brands.

● ONGOING/EVERGREEN

- Adapt search, social and marketing strategies
- Strengthen email acquisition strategies
- Expand and enhance email product mix
- Expand opportunities for reader involvement
- Ensure brand offerings are better reflecting the diversity of the Jewish world

● SHORT-TERM: 2024

- Begin to drive top-of-mind awareness of our individual brands through PR and marketing efforts
- Begin pursuing partnerships that allow 70 Faces Media to enter into additional spaces, including TV, film and special podcast series

● MEDIUM-TERM: 2025/2026

- Begin developing strategies for YouTube, podcasts and print-to-order books

DIGITAL EXPERIENCES

Create and scale interactive digital experiences that provide new pathways for Jewish discovery and participation through community.

● ONGOING/EVERGREEN

- Ramp up production of one-time experiences that bring users together
- Produce and scale evergreen course offerings that have broad appeal
- Create perpetual digital spaces around shared areas of interest or need

● SHORT-TERM: 2024

- Begin developing next-level course offerings in select topic areas
- Begin piloting course offerings to address emerging voids in the marketplace

● **APPENDIX A: IMPLEMENTATION TIMELINE & KEY MILESTONES**

FIELD BUILDING

Help our hundreds of partners scale and thrive to ensure users have access to a wider and enhanced digital marketplace of Jewish offerings.

● ONGOING/EVERGREEN	● SHORT-TERM: 2024	● MEDIUM-TERM: 2025/2026
<ul style="list-style-type: none">• Scale participation in the Jewish Digital Summit	<ul style="list-style-type: none">• Optimize The Hub for greater distribution, personalization, scalability and monetization• Develop a suite of digital products and services to help local Jewish newspapers• Explore lower-cost models for producing and distributing local Jewish news	<ul style="list-style-type: none">• Explore a travel marketplace and other new marketplace opportunities• Pilot white-labeled products for local communities to leverage our offerings• Provide organizations with opportunities to leverage 70 Faces Media user data

● APPENDIX A: IMPLEMENTATION TIMELINE & KEY MILESTONES

ENABLER 1

Get better, faster, stronger on technology, product design and data.

● ONGOING/EVERGREEN

- Increase monthly investment in platform development and maintenance

● SHORT-TERM: 2024

- Launch task forces to monitor relevant data and AI-related developments

● MEDIUM-TERM: 2025/2026

- Invest in major platform creation and upgrades
- Begin developing apps and other products and implementing platform features that require user log-ins

ENABLER 2

Maintain a forward-looking collaborative organizational culture that drives innovation and attracts, develops and retains talent.

● ONGOING/EVERGREEN

- Push forward with gatherings that foster a culture of collaboration and empowerment
- Identify areas of training and professional development to ensure that necessary redundancies exist across the team
- Connect professional development to department and organization-wide goals and priorities
- Scale and enhance high school, college and early career fellowships and other training programs

● SHORT-TERM: 2024

- Begin allocating dedicated resources to professional development
- Begin strengthening our shared culture and process around setting, tracking and celebrating goals and improving cross-departmental communication around goals
- Increase standard rates for freelance contributors

● MEDIUM-TERM: 2025/2026

- Begin providing opportunities for freelancers to connect to 70 Faces Media and each other

● **APPENDIX A: IMPLEMENTATION TIMELINE & KEY MILESTONES**

FIELD BUILDING

Unlock the consumer power of our users while also continuing to grow B2B sales and philanthropy.

● ONGOING/EVERGREEN	● SHORT-TERM: 2024	● MEDIUM-TERM: 2025/2026
<ul style="list-style-type: none">• Monetize new products and experiences and continue enhancing grassroots fundraising strategies• Ensure 70 Faces Media is operating the most successful B2B partnership group in Jewish media• Drive philanthropic growth through further optimization of our giving pipeline	<ul style="list-style-type: none">• Begin expanding 70 Faces Media e-commerce offerings• Formalize policies, procedures and documentation around philanthropy• Implement revamped 70 Faces Media branding	<ul style="list-style-type: none">• Launch a new organizational website

APPENDIX B:

HIRING SUMMARY



We anticipate making the following hires:

YEAR 1 (2024)

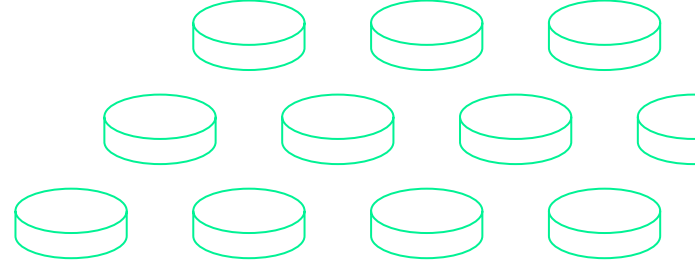
- Editorial & Audience Assistant, The Hub*
- Education & Partnerships Manager, The Hub*
- Senior Producer, Digital Events*
- Director of Product
- Director of Experiences
- Education/Events Project Manager
- Development Associate

YEAR 2 (2025)

- Director of Data
- Audience Development Editor
- Fundraiser

* Positions created to pilot new concepts that now require funding to advance strategic priorities

APPENDIX C:



FINANCIAL IMPLICATIONS

REVENUE BUDGET	FY 2024	FY 2025	FY 2026	FY 2027
BUSINESS PARTNERSHIPS	\$2,334,102	\$2,488,633	\$2,581,853	\$2,684,594
USER REVENUE	\$938,200	\$1,125,840	\$1,351,008	\$1,621,210
PHILANTHROPY	\$5,362,021	\$5,812,195	\$6,062,195	\$5,561,999
TOTAL REVENUE	\$8,634,323	\$9,426,668	\$9,995,056	\$9,867,803

EXPENSES BUDGET	FY 2024	FY 2025	FY 2026	FY 2027
PERSONNEL	\$6,145,680	\$6,523,469	\$6,698,221	\$6,751,506
CONTENT FREELANCERS	\$400,000	\$420,000	\$441,000	\$450,000
PLATFORMS	\$618,020	\$680,796	\$744,605	\$788,141
FEES AND LICENSES	\$216,552	\$237,500	\$237,500	\$250,000
AUDIENCE MARKETING	\$164,657	\$172,890	\$181,535	\$189,165
ADMINISTRATIVE AND OTHER	\$889,414	\$943,523	\$1,012,592	\$1,039,746
ONE-TIME INVESTMENTS	\$200,000	\$300,000	\$525,000	\$250,000
TOTAL EXPENSES	\$8,634,323	\$9,278,178	\$9,840,453	\$9,718,558

CHANGE IN NET ASSETS	\$0	\$148,490	\$154,603	\$149,245
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Surplus will be used to build strategic reserve.

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