



OREGONHills

STRATEGIC PLAN UPDATE

2023-2028



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*Adopted by the Oregon Hillel Board of Directors
June 2023*

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MISSION AND VALUES

MISSION

Oregon Hillel is the catalyst for connecting students, building community and inspiring leadership through Jewish values.

VALUES

The following ideals shall direct us as we fulfill our mission and achieve our goals:

▪ STUDENT-CENTRIC

We will continue to evolve aligning with our students' needs, interests and passions in order to partner with them in creating and sustaining the community they envision.

▪ PLURALISTIC

Oregon Hillel believes that continuity and creativity in Jewish life develop from interaction among diverse Jews, our traditions and beliefs. We are committed to a broad vision of Judaism and Israel and to creating communities that are inclusive and open to all students.

▪ NUTURING

We demonstrate a sincere concern for others, for their needs and well-being. We provide a nurturing environment for Jewish students to grow religiously, spiritually, socially, culturally and ethically in a safe, secure and welcoming environment where all feel comfortable, accepted and valued.

▪ ENGAGEMENT-FOCUSED

We focus on relationships rather than programs. We engage with our students as individuals with their own interests, passions, and needs.

▪ COMMITTED TO SOCIAL JUSTICE

We are committed to do whatever we can to inspire our students to create social change for the better.





GOALS AND OBJECTIVES

CONNECT

We establish a culture of students defining and building their own community.

- We maintain a 200:1 student to staff ratio.
- We connect with 70% of the Jewish undergraduate student population at least once with a meaningful one-on-one interaction or their attendance at a program/event.
- 30% of Jewish undergraduates engage in leadership, formal ongoing learning, internships or immersive experiences.
- OSU/UO are destinations for Jewish students because of Hillel.
- We create lasting networks that extend beyond graduation that create personal and professional communities throughout the lives of students.

STRATEGIES TO CONNECT

- Identify additional staff positions that will best help us achieve our mission and hire and maintain staff to fill those positions.
- Provide mentorship and training opportunities to current staff to help them reach their full potential and to maximize their impact on our students and programs.
- Establish Jewish learning and leadership programs that best fit the desires and cultures of each of our campus communities.
- Provide opportunities for students to connect, work together, and develop relationships with students on our campuses, with the greater Oregon Jewish community, and globally.
- Continue to prioritize relationship-building with key campus administrative offices and departments.
- Establish and maintain connections for Oregon Hillel alumni with the larger Hillel alumni network across the country to maximize opportunities for our students and alumni to connect.
- Create a committee of board members and staff to evaluate staffing and organizational models, identify those that will be most successful in achieving our goals and mission and make recommendations to the board and the executive director.



GOALS AND OBJECTIVES *continued*

BUILD

We are a financially strong and sustainable organization.

- Our annual budget is sufficient to fund our current operations and planned growth.
- We will have on-hand at least three months of operating reserve.
- We have diversified sources of revenue so that no single source is more than 5%.
- Our endowment has at least \$1 million invested.
- Our staff structure is designed to support our mission.
- We are providing appropriate physical space to support our mission and goals.
- Our governing board is a strong and effective board and supports the work of the organization. There is 100% board participation in annual giving.

STRATEGIES TO BUILD

- Hire a professional Director of Development.
- Have a development plan that is designed to support our current operations and planned growth and review and update it annually.
- Continue to build and maintain strategic partnerships with the University of Oregon and Oregon State Foundations, development officers and advancement offices to further collaborative fundraising efforts with our universities.
- Fully engage the board in fundraising and relationship management through sourcing key board prospects, training the board in fundraising best practices, and establishing accountability.
- Grow our formal legacy campaign and create a board committee on legacy giving.

- Establish formal plans (and committee) to renovate or replace the current facility at the University of Oregon and to acquire dedicated space at Oregon State University.
- Create a non-fiduciary stewardship board to advise the organization and support fundraising.

INSPIRE Students take ownership of their own Judaism on their own terms.

- University faculty, Hillel staff, Hillel alumni, parents and community members are resources to students.
- Every student has the opportunity to develop themselves and support each other as leaders in the Jewish community.
- Every student has the opportunity to define for themselves what being Jewish means and to carry that forward throughout their lives.

STRATEGIES TO INSPIRE

- Fully integrate the Design Thinking methodology throughout Oregon Hillel, to allow us to be in a state of constant discovery and evaluation with our key stakeholders, and continually provide relevant and compelling programs and leadership opportunities for all stakeholders.
- With the leadership of our Senior Jewish Educators at both the University of Oregon and Oregon State University, provide an environment that fosters Jewish learning.
- Establish formal mentoring networks of alumni, parents and community members to provide students with resources to learn, grow, question and explore.
- Continue to implement an ongoing evaluative process with each stakeholder group to determine the success of our efforts.





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