



OREGONHills

2019 STRATEGIC PLAN



TABLE OF CONTENTS

Introduction.....	1
Mission and Values.....	2
Goals and Objectives.....	3
Connect	3
Build.....	4
Inspire.....	5

Adopted by the Oregon Hillel Board of Directors June 11, 2019

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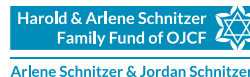
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Supported by:



THE STRENGTH OF A PEOPLE,
THE POWER OF COMMUNITY.

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FROM THE EXECUTIVE DIRECTOR AND PRESIDENT

The Oregon Hillel Foundation has served as the Jewish home away from home for students at the University of Oregon since 1993, and for students at Oregon State University since 2014. Over the past few years, Oregon Hillel has begun an evolution from an organization that serves students to an organization that empowers students to create their own identities as Jews and leaders. This strategic plan will guide Oregon Hillel through this transformation and will provide cohesive vision and direction for the next five years and beyond.

The plan re-imagines Oregon Hillel's mission: To be the catalyst for connecting students, building community and inspiring leadership through Jewish values. In implementing this mission, we will stay true to our core values: We are student-centric; we are pluralistic; we are caring and welcoming; and we maintain a deep commitment to social justice.

Many individuals and groups shared their ideas, insights and passions in the development of this plan. The planning process included consultations with students at both universities, governing board members, staff members, donors and supporters, supporting foundations and volunteers.

The process was led by Margot Helphand, who generously volunteered countless hours and selflessly shared her professional expertise and advice. We cannot thank her enough.

The strategic planning committee—Executive Director Andy Gitelson, Board Chair Sharon Rudnick, Board Member Reut Livne-Trandach, and students Jessica Kirshner and Paul Altotsky—carefully considered the input and feedback and crafted major components of the plan for consideration and final adoption by the Board of Directors on June 10, 2019.

The plan is shaped with the understanding that change is inevitable, that opportunity comes when you least expect it, and that Oregon Hillel will adapt as warranted. At the same time, we will maintain our core values, measure all that we do against our mission, and always remain focused on our students.



Andy Gitelson, Executive Director

Sharon A. Rudnick, President

..... 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 are an organization created, envisioned and empowered by students; we will continue to evolve as our students' needs evolve and incubate their ideas to produce the community they envision.

▪ PLURALISTIC

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

▪ CARING

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.

▪ WELCOMING

We are committed to creating a safe, secure and welcoming environment where all feel comfortable, accepted and valued.

▪ COMMITTED TO SOCIAL JUSTICE

We are committed to living the Jewish value of Tikkun Olam and we act to further social justice for all.





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.
- 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 on going 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 from both campuses to connect, work together, and develop relationships.
- Continue to prioritize relationship building with key campus administrative offices and departments.
- Establish and maintain formal Jewish alumni networks for each campus and integrate them to maximize our opportunities for our students to connect.



GOALS AND OBJECTIVES continued

BUILD

We have a financially strong and sustainable organization.

- Our annual budget is at least \$1,000,000.
- We have diversified sources of revenue so that no single source is more than 10% of our annual budget.
- 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 of and supports the work of the organization. There is 100% board participation in annual giving.

STRATEGIES TO BUILD

- Develop a fundraising professional staff.
- Update our development plan and structure
- 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.
- Establish a formal legacy campaign and identify naming opportunities
- 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.

INSPIRE

Students define a lifetime of Jewish commitment, becoming confident and engaged leaders.

- University faculty, Hillel staff, Hillel alum, parents and community members are resources to students.
- Every student has the opportunity to develop themselves as a leader.
- 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 Educator, 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.
- Develop and implement an ongoing and annual evaluative process with each stakeholder group to determine the success of our efforts.



