



2022 STRATEGIC PLAN

MISSION

Cultivate innovative, inclusive, and entrepreneurial communities on all our campuses to actively build meaningful Jewish experiences and enhance Jewish pride for young adults throughout their entire college journey.

VISION

Every Jewish young adult aspires to a lifelong exploration of their Jewish identity and commitment to living a fulfilling Jewish life.



VALUES

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

1. WELLNESS / SH'MIRAT HAGUF (*guarding the body: the religious imperative to take care of our body and soul*)

Cleveland Hillel promotes an integrated Jewish approach to wellness, focused on equipping all members of our community with the knowledge, skills and opportunities to live a healthy and balanced life in support of their spiritual, physical, social and emotional wellbeing.

2. PLURALISM / KLAL YISRAEL (*promote a sense of community amongst world Jewry regardless of background*)

Cleveland Hillel supports a strong Jewish community that is caring, diverse, pluralistic, welcoming and actively inclusive, to enrich the lives of all students. We are committed to a pluralistic vision of Judaism and Israel and to creating communities that are inclusive and open to all students.

3. RESPECT / DERECH ERETZ (*we welcome and respect everyone; we strive to do what is right, just, and compassionate*)

Cleveland Hillel exemplifies a culture where everyone is treated in a warm, respectful, and friendly manner where all members of our community feel comfortable, accepted, valued, and secure.

4. LEARNING & PERSONAL GROWTH / LIMMUD (*a lifelong pursuit of deeper understanding and Jewish learning*)

Cleveland Hillel encourages curiosity, inquiry, dialogue, and learning to prepare students to be active and responsible members of the campus and larger community, preparing them to be active and engaged members of society and the global Jewish community following their college and university career.

IN ORDER TO
ACCOMPLISH OUR PLAN
WE HAVE DEVELOPED
THREE STRATEGIC PILLARS
THAT FORM
THE FOUNDATION AS WE
MOVE FORWARD WITH
OUR PLAN.

ENGAGE

Connect to students through innovative and inclusive programming on all campuses.



STRATEGIES

1. Support Students' Defining, Building, and Owning Their Own Jewish Community.

Aspirational measurement:

Build a 180:1 student to engagement staff ratio and identify additional staff positions to best help us achieve our mission, and hire & maintain staff to fill those positions to ensure high quality student experiences.

2. Connect with Jewish Students at Least Once During the School Year With A Meaningful 1:1 Interaction or Attendance at a Program / Event.

Aspirational measurement:

Set engagement targets at 70% breadth for undergraduate and graduate students on all campuses.

3. Engage Jewish Students in High Impact / Immersive Experiences.

(EX: LEADERSHIP ROLES, FORMAL ONGOING LEARNING, INTERNSHIPS, ISRAEL TRIPS, CONFERENCES, ETC.)

Aspirational measurement:

Set engagement targets at 30% depth for undergraduate and graduate students on all campuses.

4. Support Program Innovation to Elevate Our Campuses as the Premiere Destination for Jewish Students.

Aspirational measurement:

Fully integrate Design Thinking / Organizational Design Lab methodology to all Cleveland Hillel campuses and promote a state of constant discovery, growth, and evaluation with all engaged students.

GROW

Build Hillel through effective branding, communications, and visibility to maximize sustainable fundraising for a secure future.

STRATEGIES

1. Segment Our Donor Community and Develop Tailored Annual Giving Plans for Each Investor.

Aspirational measurement: Maintain an annual budget at least at \$1,360,000 by growing and diversifying our donor base to avoid over-reliance on any one individual or small group of donors.

4. Develop and Execute Plan to Build a Significant Endowment Fund to Support Overall Organizational Mission.

Aspirational measurement: Expand our endowment fund and legacy campaign to \$1,500,000.

2. Employ Effective and Innovative Branding and Communications Strategies to Increase the Visibility of the Organization With All Stakeholders.

Aspirational measurement: Establish marketing and communication protocols and guidelines to increase Hillel's overall visibility and ability to grow fundraising / development results by 5% annually.

3. Consistently Align, Update, and Change Board and Staff Composition as Appropriate to Support Our Mission.

Aspirational measurement: Cultivate strong and effective governing systems with targeted development and engagement strategies and achieve 100% participation in annual giving, stewardship, and solicitation practices and mission-supporting initiatives.

5. Develop Innovative Programs to Raise CHF Visibility and Annual Giving Through Sponsorships.

Aspirational measurement: Establish programs annually that can result in \$70-100K sponsorship revenue.



DISCOVER

Continuously search for opportunities to partner / collaborate to advance our mission.



STRATEGIES

1. Consistently Develop Community Partnerships (ex: Greater Cleveland and / or Cleveland Jewish Community) and Campus Collaborations With All Mission Appropriate Local and National Partners.

Aspirational measurement: Build and maintain strategic partnerships with leadership & development / advancement offices of our 5 main campuses and all key community foundations to further collaborate on programmatic and fundraising efforts.

2. Create Innovative Opportunities to Advance the Israel-Diaspora Relationship.

Aspirational measurement: Plan and host 10+ events annually to attract and invite student, faculty, and campus administration partners (ex: Shabbat, holiday celebrations, trips) to increase and deepen connections and relationships.

3. Position Cleveland Hillel as a Community and National Partner to Address Cultural and Societal Challenges That Impact Jewish Young Adults Through Jewish Education and Activism.

Aspirational measurement: Offer multiple entry points for Hillel stakeholders to effect change in areas of importance to student demographic (ex: environmental justice, food insecurity, Israel-diaspora relations, gender inequality, mental and physical wellness, etc.) through a Jewish lens.

4. Engage and Build Networks of Alumni and Parents to Increase Hillel's Ability to Provide Students With Resources to Learn, Grow, Question, and Explore.

Aspirational measurement: Expand our parent and alumni outreach efforts to engage them in Cleveland Hillel activities throughout the year with a campaign target of \$50,000.

