

Report to
Hillel of Colorado
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Presented by



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With input from
Hillel of Colorado

Board of Directors
Strategic Planning Task Force
Campus Directors
and
Community Stakeholders
Student Stakeholders at DU, CU, and CSU
Hillel International Staff
Leaders from Hillels Nationwide

This report is available electronically at HillelColorado.org; additional print copies are available by request.

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Part III of this report is available only at HillelColorado.org or as an email attachment by request.

PART III: Appendices

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NOTES:

- *This report is written in first person by consultants whose work was informed by a Hillel of Colorado task force, and by its board members, volunteers, students and staff.*
- *For clarity and consistency, throughout this report we refer to Hillel of Colorado as Hillel, to campus organizations nationally as Hillels, and to Hillel: the Foundation for Jewish Campus Life as Hillel International.*
- *We gleaned valuable insights from stakeholders; from our research of the nonprofit field and of other university nonprofits; from discussions with nonprofit leaders; and from conversations with staff members at Hillels around the country and at Hillel International.*
- *With gratitude to all, the entirety of this report – its presentation and conclusions – are our responsibility, alone.*

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Part I: Overview

Letter from the Task Force Chair

Dear Hillel Advocates:

Contained in the pages that follow is Hillel of Colorado’s strategic plan. Simply put, this strategic plan is designed to help Hillel improve – to do a better job serving the Jewish students on Colorado’s campuses. Toward that end, Hillel’s Board of Directors engaged outside consultants and convened a strategic planning task force. Consultants were charged with asking uncomfortable and difficult questions, conducting a complete organizational assessment, and making significant recommendations leading to Hillel’s best future.

This plan consists of a realistic assessment of the current state of Hillel and bold recommendations crafted to support the organization’s professional and volunteer leadership in setting priorities, thinking creatively, and adjusting its focus and direction in response to an ever-changing and evolving environment.

In this robust report, I invite you to focus your attention on the *Executive Summary* beginning on page 3, and on the *Summary of Recommendations* beginning on page 20. While all of ten sets of recommendations are very important for Hillel and its future, I invite you to review the sixth with an eye toward the entire community: see *Collective Impact Recommendations*, which are found in summary on page 21 and expanded on page 33.

This bold recommendation suggests that Hillel engage its partners in the community to take a *collective impact* approach to serving young Jewish adults, and not proceed with a “business as usual” approach to governance and resources. Hillel’s charge to serve the needs of students is primary, but Hillel is only one of several organizations and programs entrusted to guide young people in the exploration of their own Jewish identity. In order for the Jewish community to remain vibrant and strong, all programs serving young adults – high school, college, and young professional – must be aligned toward a shared goal.

This bold recommendation suggests that Hillel engage its partners in the community to consider a *collective impact* approach to serving young Jewish adults.

My thanks to the board for having the vision and courage to embark upon this project, to our consultants who guided and supported us, to the stakeholders who answered our questions and shared honestly with us, and to each member of the task force – as this project required time, commitment, and patience. Since the task force, comprised of students and community leaders, was purposely small, each member assumed a fair amount of responsibility. Within a very compressed timeframe members made calls, researched best practices, met with each other and with students from the campuses – and deliberated with courage and sensitivity. No issues were ducked, hard questions were asked, and the recommendations presented within this report reflect hundreds of hours of thoughtful deliberation.

It is my hope that this plan provides Hillel of Colorado’s Board of Directors and staff a foundation from which to continue to build a sustainable organization that serves our community far into the future.

Brenda Morrison
Hillel Task Force Chair

Executive Summary

A good executive summary allows the reader to learn a great deal about an organization's present and possible trajectory to its preferred future in a relatively quick read. In this executive summary we have portrayed Hillel as it stands entering the summer of 2015, providing a focused examination of Hillel as it is, and of Hillel as it could be. This section concludes with a metaphor that tells Hillel's story concisely – its high level propositions suggesting a future for Hillel attainable in part through *Part II's* findings and recommendations.

Introduction

Hillel of Colorado, despite two recent efforts to remake itself, is at a challenging crossroads – as reserves dwindle; another executive hire is imminent; competition for students' energy, focus, and time has never been greater; and leadership has struggled to steward the organization toward financial stability.

Against this backdrop, Hillel's programs are still solid, and remain deeply needed by the Jewish community and by the students: Hillel's clients. We believe that Hillel can build on what it already does well, and return to its place as a jewel and centerpiece of Colorado Jewish life – perhaps in ways more impactful than ever.

We begin this executive summary by providing an analysis, a snapshot of Hillel resulting from an eight-month process of research and examination. We gathered data from numerous and diverse internal and external sources, compiled and analyzed countless documents illuminating every aspect of Hillel's business, and integrated our findings with the assistance of a board-initiated community task force consisting of board members, community leaders and students from Hillel's campuses. Every month for six months the task force met as a whole, while smaller task force working groups met as often as weekly between the full task force meetings.

Our charge to the board cautions that reports, words, and recommendations are of little value unless followed by action.

In our research stage – which lead to the SWOT analysis – we studied past Hillel strategic plans, read hundreds of documents and learned all we could about Hillel. We talked at length with Hillel staff and volunteers; questioned other campus student organization personnel and leaders at Hillels across the country and at Hillel International's central office; interviewed stakeholders (donors and lapsed donors, current and past Hillel board members, university and Jewish community professionals); and listened to feedback from high school and college-age students through focus groups. The infographic offers for the reader's consideration five high level propositions – first explained in words, then depicted as a visual representation.

Finally, our charge to the board cautions that reports, words, and recommendations are of little value unless followed by action. This report is an important first step toward organizational improvement, but only a *first* step. We call on Hillel's leaders to exercise courage, patience and discipline as they create an improvement plan and institutionalize the changes they so deeply desire.

SWOT Analysis

The SWOT analysis outlines Hillel's strengths, weaknesses or challenges, opportunities and threats. It confirms much that Hillel leadership already suspected, but also opened our collective eyes to things we had not previously considered. We conclude that the organization's *strengths* are very real, and in many instances even more pronounced than we anticipated. Hillel's *weaknesses and threats* must be addressed head on should Hillel hope to keep its doors open and its organization strong for the long term. Just as significantly, Hillel's *opportunities* at this time and place in the organization's history are diverse and significant, suggesting solutions that are potentially transformative should leadership think creatively and proceed strategically and boldly in this rapidly evolving environment.

Strengths, Weaknesses or Challenges, Opportunities and Threats (SWOT) for Hillel

Strengths	Weaknesses
<ul style="list-style-type: none"> • Key communal position – only organization with widespread access to Jewish students during this critical time in their lives • History, tradition • Community awareness • Perceived need for services • Proven ability to foster Jewish identity and continuity • Solid programs & campus services students like and utilize • Dedicated staff leaders willing to learn and grow personally and professionally • Committed student leaders eager to participate and build • An international network that stands ready to help Hillel improve and thrive • Solid name recognition within a Jewish community that expresses support for Hillel’s mission 	<ul style="list-style-type: none"> • Relevancy: A student culture in America of: <i>What does this activity do for my resume?</i> • Many students desire to discuss thorny political and social issues, and question if Hillel is a place to do so • Inadequate or no donor contact in recent years • Expenses exceed revenues • Few demonstrable results or success metrics • Lack of sufficient volunteer/professional leadership • Lack of transparency and campus staff involvement in strategic and financial planning • Infrequent contact by executive director with campuses outside of Denver • In-group/out-group student dynamics • Facility challenges around location and “feel” • Little campus-based fundraising and no alumni associations • No formal evaluation, which has hindered program improvement and donor awareness
Threats	Opportunities
<ul style="list-style-type: none"> • Shifting student program needs, while “good enough” current programming makes innovation trickier • Changing relationships with institutions and the way young people “do community” • Apathy: continued integration of Jews into the wider community reduces perceived need for safety and identity in both students and donors • Perception by donors that safety net funding needs, such as food and shelter, are more important • Malaise: the Jewish community here lacks multiple, reinforced relationships and the strong historic leadership found in more established Jewish communities • Mild name confusion with Hillel Day School 	<ul style="list-style-type: none"> • To sit at the crux of an age 16-30 <i>young adults collective impact</i> initiative in Colorado • Student-led programs ranging from community building to awareness to community service • Students eager for significance and peer experiences • Value-added programs for students that provide perceived life-after-college benefits • Critical story to be told about Hillel’s vital role in the continuation of the Jewish people • Donors who will re-engage with an energized, credible executive director and a rebuilt board at the helm • To demonstrate real work and impact in practical, concrete ways, not through “slick marketing” methods • Hillel has a role to play that is distinct from that offered by other campus organizations • Meaningful and relevant program evaluation • Major Gift Campaign, campus-based and alumni associations, and bequest programs (especially for grandparents and graduates) to secure needed funding • Partnerships with other campus organizations such as Chabad and Jewish Studies Departments

High Level Propositions

With the SWOT analysis in mind, and building on the fine work of Hillel's community Strategic Task Force, we propose that:

1. Hillel views itself and markets itself as a unique and vital bridge.

Hillel is a Jewish bridge between the programs and services offered for Jewish children and those for adults. Its importance in that realm cannot be overstated: Hillel helps assure Jewish continuity and vitality by attracting Jews and keeping them connected at a vulnerable time, and by training future thinkers and Jewish communal leaders. Hillel would benefit by seeing itself as that bridge, and by marketing the organization as such to parents, students, advocates, supporters, donors and partners.

2. Hillel actively places students at the center of all it does.

Hillel must realize that students need to be at the center of all aspects of its organizational life: from programming and outreach efforts to the statewide boardroom; from creating a home-away-from home for students to involvement in the politics of the universities' ivory towers; from marketing, social media and fund development efforts to participation in strategic planning war rooms. Hillel is far stronger when it assures that its clients are deeply and integrally involved in every aspect of the nonprofit: planning for its present and future, determining and executing its services and programs, and learning and assuming partnership and leadership roles.

3. Hillel preserves historical values and innovates to meet diverse needs of the 21st Century.

Hillel's programs and services must strike a delicate balance between preserving and innovating, borrowing from past successes and anticipating future needs. Within a safe, non-judgmental environment – conducive to exploration and supportive of cultural and spiritual inquiry – programs and services should borrow heavily upon (and even replicate) what has historically made Hillel successful throughout the 20th Century, here and nationwide. Hillel must also listen carefully to what 21st Century students desire and need, noting carefully what will attract and retain them.

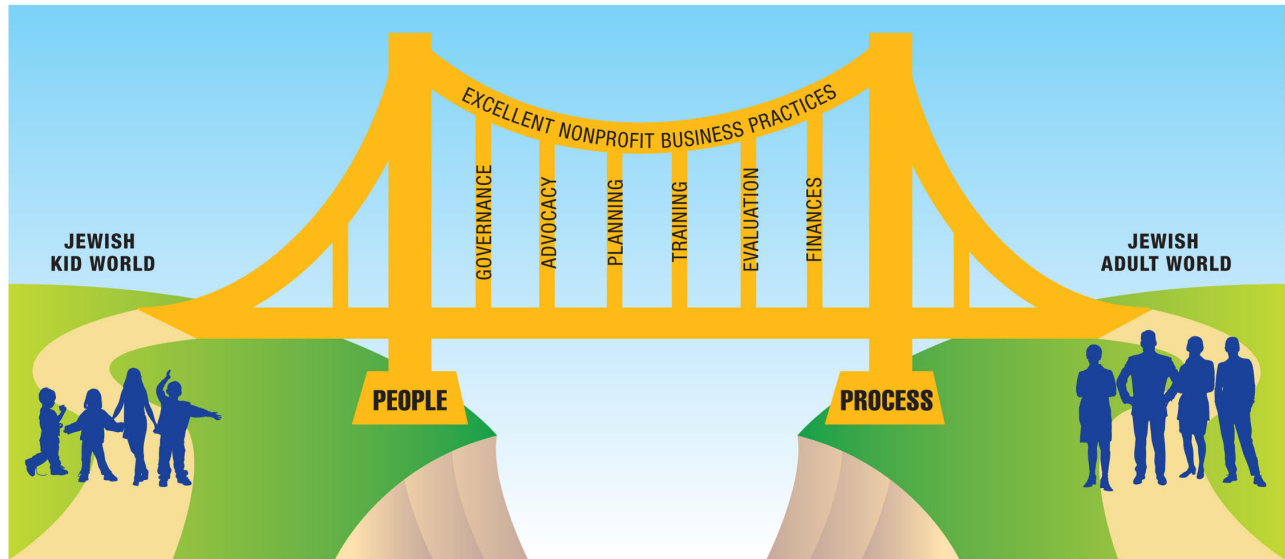
4. Hillel leads a *collective impact* effort to serve Jewish young adults.

Hillel is best served by viewing itself through the lens of the *collective impact* that organizations serving Jewish young adults between the ages of 16-30 (one of the community's most challenging demographics) could attain if they truly worked together. Hillel need not reinvent the wheel, and should borrow best practices from the *collective impact* field while working with others – including Jewish high school and young adult programs; local and national thought leaders and funders; Hillel International and other Hillels nationwide; and other local campus and youth organizations – to establish broad cross-silo coordination and shared planning. Most importantly, organizations could support each other while lessening competition and fostering social change on a significant scale by breaking down the far-too-common isolation felt and experienced by organizations such as Hillel.

5. Hillel commits to disciplined nonprofit business practices.

Hillel must improve and manage its infrastructure proactively, implementing proven nonprofit business practices that are sensitive to Hillel's distinctiveness as an organization. Hillel must institutionalize these improvements, maintaining them consciously through ongoing and embedded planning, training, coaching and mentoring. Hillel should focus on real and pressing challenges in these interrelated spheres:

- ◆ Comprehensive Financial Planning, Advocacy, Fund Development
- ◆ Excellent Governance, Staff Structures, and Leadership Programs
- ◆ Strategic Planning
- ◆ Embedded and Ongoing Evaluation



Hillel is the bridge.

PRESERVE AND INNOVATE

- Build on ancient values
- 21st Century relevance
- Modern business practices

STUDENTS AT THE CENTER

- Student led, staff supported
- Our clients are our leaders
- Students create community

COLLECTIVE IMPACT

- Break down barriers
- The community's learning lab
- Real social change



In the infographic above, Hillel is depicted as a suspension bridge between the Jewish kid world and the Jewish adult world. When Jewish children go off to college, communal planners – perhaps for the only time – know where an entire demographic resides and how to find them. This advantageous and unique situation allows Hillel an opportunity to reach Jewish students at a critical life stage, connecting them and nurturing their Jewish affiliation, values and attitudes. Hillel is suspended from the cables of Excellent Nonprofit Business Practices and supported by the two strong towers of Hillel’s People and Processes. To earn this lofty bridge status, Hillel must assure that it:

- ★ Places *Students at the Center* of everything it plans and does;
- ★ Balances programs and services to both *Preserve and Innovate*;
- ★ Pioneers a *Collective Impact* effort for others serving the demographic that Hillel targets.

Important Background Information

Hillel International – The Foundation for Jewish Campus Life (Hillel International) was founded in the mid-1920's to “convey Jewish civilization to a new generation.” Its original purpose is no less important today than it was over nine decades ago. Named after Rabbi Hillel the Elder, one of Judaism's most renowned First Century scholars and teachers, Hillel International has grown into one of the world's largest Jewish campus organizations. Rabbi Hillel's famous maxim – *That which is hateful to you, do not do to your fellow. That is the whole Torah. The rest is commentary. Now go and learn.* – embodies a precept shared by Hillel chapters worldwide. Like its namesake, campus Hillels teach Jewish values and customs to all who are interested, with the expectation that these clients (the students) will become worthy inheritors of the tradition and its timeless values.

Hillel International's web site expresses well what has become a key motivation for Colorado's Hillel:

“...hundreds of thousands of college students find community, create Jewish connections and build leadership skills through their local Hillel. Hillel recognizes that college is a natural time for exploration and identity formation, and local Hillels rely on leadership, motivated students and demonstrated university support to create positive Jewish memories for scores of students...(Hillel) engages with and inspires the leadership of more Jewish college students than all other endeavors combined.”

Why Hillel? Why Now?

Hillel of Colorado, one of 550 affiliates of Hillel International, has a major presence on three Colorado campuses: University of Colorado Boulder; Colorado State University in Ft. Collins; and Denver University. Founded in the early 1950's, Hillel has remade itself twice since the 1990's – once through a courageous board initiative (with assistance from the Allied Jewish Federation of Colorado, now JEWISHcolorado), and once as a participant in a Rose Community Foundation sponsored BOOST initiative. While these initiatives led Hillel to implement new organizational structures and improve its facilities – and BOOST, especially, provided strategic direction – neither endeavor facilitated lasting organizational stability, especially in the critical areas of governance and finance.

Hillel is at a challenging crossroad as reserves decline (with earned income and fund development insufficient to meet current annual expenses); hiring of another executive director is imminent; competition for students' energy, focus and time has never been greater even as students arrive on campus with weaker Jewish identities than in the past; and leaders have not succeeded in stewarding Hillel toward financial stability.

Fortunately Hillel realizes that the time is at hand to “right the ship” before reaching an insurmountable organizational crisis. For this reason – and also because Hillel's programming is still solid and the organization is not far removed from its glory days – Hillel has chosen to *reboot* or *refresh* itself, rather than to undertake a total restructuring initiative.

Key Hillel Demographics

We posed a question to Hillel campus directors, asking them to consider which value is greater: helping one student deeply, or reaching many in a more superficial way. For direct-service personnel such as the Hillel campus directors, this question is at the core of how they prioritize their time and attention. Hillel staff asserted that both are important, and the answer to the query depends on circumstances, which is – of course – all too true.

Being available to mentor and guide even one student is vital Hillel work, as the Talmud states: “...*whoever saves a life, it is considered as if he saved an entire world.*” We heard ample anecdotes during our research to know that even one Hillel encounter can change the course of a person's life in strikingly positive ways. Yet, spreading the net broadly is of great importance as well, potentially influencing many while opening the door for the possibility that Hillel will change the life of any random, new participant. Meanwhile, many prospective donors and advocates make decisions that affect Hillel's future based on their reading of the numbers, asking questions such as: “How many do you reach?” “How many are at an average Friday night dinner?” “What percentage of Jewish students on campus attended that program?”

The answers to the question we posed to Hillel staff must precede any discussion of demographics. Students flock to Hillel in significant numbers, but the conversation on the national and local level for staff of Hillels always focuses on strategies to reach even more students, which it must – so long as we never lose track of the one student who needs us at an unpredictable moment that may never rematerialize if we miss it.

On Hillel's campuses in Colorado:

1. **University of Colorado (CU Boulder)** is the 37th largest U.S. public university by Jewish population, with about 7% of its approximately 30,000 students self-identifying as Jewish.
 - The potential pool for Hillel is more than 2,000 undergraduate and graduate students.
 - Estimates are that 2014-15 found around 500 unique visitors to CU-Boulder Hillel programs, with about half present at enough events to be known by name to staff and student leaders.
 - ★ Shabbat dinners ranged from 35 to 100 students, and other holiday gatherings drew 50 to 120; about 50-75 of those students were *regulars*.
 - ★ Finding Jewish students who do not wish to be found is a challenge; still the staff's target is to identify 70% of all Jewish students, and at the very least to invite them to events.

2. **The University of Denver (DU)**, a private institution of higher learning, has about 11,500 students, but only about 45% of those are undergraduates. The DU Chaplain's office estimates that about 250 students self-identify as Jews, but Hillel staff believes that number to be greater than 400.
 - DU Hillel estimates that up to 90% of its Jewish students are from outside the State of Colorado, with a disproportionate number of out-of-state students from the Chicago area. Many also hail from Kansas City, St. Louis, Minneapolis-St. Paul, and the major Jewish California and Texas population centers.
 - The Jewish graduate student population – representing incredible potential since many stay in Colorado after graduation – is largely untapped, with little or no strategies in place yet to engage them.
 - About 300 unique visitors in 2014-15 found their way to Hillel programs.
 - ★ Shabbat dinners and bi-weekly programs averaged about 40 students – with a range of 30 to 60; about 50 of those students were *regulars*.
 - ★ Holiday gatherings drew more, up to 150 students; they averaged about 100.

3. **Colorado State University (CSU) in Ft. Collins**, the state's second largest public university with approximately 32,000 students, has fewer Jewish students than CU-Boulder has, and a smaller percentage seeking Jewish connection.
 - Hillel staff estimates that approximately 400 to 600 students identify Jewishly.
 - Estimates are that 2014-15 found up to 120 unique visitors to Hillel programs, with about 80% present enough to be known by name; about 25 to 40 students were *regulars*.
 - ★ CSU is considering asking students to self-identify by religion; in the meantime Hillel has new processes in place for 2015-16 to help identify Jewish students.
 - ★ Large campus-wide programs will continue to be a priority, with greater than 1,000 attending a Holocaust program and more than 300 attending a concert in 2014-15; many were non-Jews.

Hillel must continue its dual approach to quality and quantity. Therefore, Hillel needs a renewed commitment to tracking student involvement with an eye toward metrics that can help tell a story of success. We strongly recommend that campus directors and student leaders gather inspiring anecdotes while they track students on their own beginning in the fall 2015, and by fall 2016 in close collaboration with Hillel International's evaluation team.

Nonprofit Context

Many nonprofits hold *business practices* up as the gold standard for nonprofit behavior, and “we need to operate more like a business” is frequently heard in 21st century nonprofit boardrooms. This call to business excellence is laudable and necessary, as we certainly should expect no less transparency and operational discipline from nonprofits than we do from any company – and perhaps we should even demand more from organizations whose *raison d'etre* is social change and whose funding is in the public trust. However, some nonprofits tend – in the name of *best practices* or *business practices* – to adopt approaches that are wholly unsuited to them, and even work at cross-purposes to fulfilling their mission and achieving their goals.

Jim Collins, in his seminal 2001 best seller Good to Great outlines practices shared by companies that make the leap to *great*. Yet, after conversations with nonprofit leaders and deeper reflection Collins published Good to Great and the

Social Sectors four years later; the pamphlet begins, *we must reject the idea – well-intentioned but dead-wrong – that the primary path to greatness in the social sectors is to become “more like a business.”*

While heeding Collins’ warning, we must recognize that drawing on *best practices* from the business world is crucial. Indeed, many of Hillel’s challenges are a result of the organization’s inability or unwillingness in recent years to implement sound business practices. We suggest that Hillel commit itself to understanding what constitutes good business practices *for Hillel*, while remembering that greatness for nonprofits and for-profit businesses, alike, is found in a commitment to planning, and in disciplined decision-making and action. Being *more like a business* is good advice for Hillel if that means adopting practices that are appropriate for Hillel at this organizational stage, and implementing them systemically.

For Hillel, such practices include establishing a culture of administrative discipline, instilling a hunger for learning, and adopting a commitment to clear and appropriate board policies and staff procedures in every realm. It also means engaging with successful entrepreneurs and seeking out their ideas and strategies. At the same time, Hillel must never forget that it is not a large for-profit company, but rather a college-based Jewish community social innovator tasked with understanding Judaism and student life, and shepherding social change in a complex environment.

With that in mind we strongly recommend that Hillel:

- Invest in and institutionalize program evaluation for the dual purposes of:
 - Continual Program Improvement: The first reason to evaluate nonprofit activity is so that the organization can more effectively serve its clients. Developmental program evaluation provides the staff with meaningful data, tools to grow as leaders, and the opportunity to build the best programs possible for students. This type of program evaluation is an ongoing, iterative process of measurement, learning and action: staff continually reflects on the outcomes of its work, makes disciplined decisions, and takes disciplined action to improve program impact.
 - Showcasing Hillel’s Success: Healthy program evaluation will demonstrate Hillel’s successes, progress, and return on investment to current donors, potential advocates and partners. Without evaluation Hillel has no metrics, and will struggle to demonstrate importance and relevance.
- Think of itself – and behave – as a whole, with branches in Denver, Boulder and Ft. Collins and supported by a headquarters (HQ) in Denver.
 - While implementation must allow for campus variation, Hillel’s administration, financial systems, philosophy, marketing, and core programs should look alike for all campuses so that the organization as a whole has a common brand; all staff members must work together toward the common good.
 - For example, Hillel should initiate campus-based fundraising campaigns on each of the three Hillel campuses, while tasking HQ with the responsibility for these campaigns. Campus directors should be expected to assist with raising funds locally, while accepting direction and support from HQ.

Rubber Meets the Road

Professor Sam Joseph at Hebrew Union College in Cincinnati discusses the challenges of remaking an organization while continuing to operate it on full throttle – certainly a challenge Hillel faces today. Dr. Joseph likens it to changing the tires on a bus while it’s rumbling down the highway at 65 MPH. We would all like to have the luxury of pulling the bus into the garage before we hit the highway again, disembarking its passengers, and changing the tires – perhaps washing it and lubricating its chassis, too – while making other long-overdue repairs. The problem is that the bus passengers won’t stand for a long delay, and neither will Hillel’s passengers: its students. None will stand still waiting for the years it takes to overhaul Hillel, nor even for time to begin making significant repairs.

The bus metaphor makes the challenge seem nearly impossible. But fortunately for Hillel, its programs and services are strong enough, that *if* the organization can assure that:

- Campus directors have sufficient support to continue running solid programs;
- Executive and board leadership is given sufficient time to enact and implement necessary changes; and
- Enough resources are made available to fund Hillel during its transition.

Then Hillel can focus its energies on implementing its change process – rebuilding its infrastructure strategically and comprehensively over time – without pulling the bus into the garage or disembarking the passengers.

Hillel's Tabletop and Table Legs

To better understand the task force's work and this report we invite the reader to become familiar with a paradigm we adapted from the legacy of nonprofit management consultant and award-winning author Susan Kenny Stevens, PhD; she was introduced to the Colorado nonprofit community by Rose Community Foundation during its BOOST initiative over a decade ago (an initiative in which Hillel participated). In her 2002 Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity, an organized and easy-to-read book utilized by many nonprofit staff and volunteers, foundation officers, consultants and evaluators, Kenny-Stevens states that just as we understand human development through everyday terms that describe distinct and separate stages of life such as childhood, adolescence, adulthood and aging, the nonprofit sector needs a comparable vocabulary in order to understand nonprofits' struggles and successes. Kenny Stevens outlines seven distinct developmental stages to characterize an organization in a given area at a given time: Idea, Start-up, Growth, Maturity, Decline, Turnaround and Terminal.

A nonprofit can best address its challenges if it understands in what stage of development it finds itself in respect to each area of its business: mission; values and goals; programs and services; evaluation; strategic planning; governance; administrative systems; finances; advocacy (including marketing and fund development); personnel; and any number of other areas specific to that nonprofit's work. It is important to note that different areas of a nonprofit are almost always in different stages of development.

We have adapted a central illustration of Kenny Stevens' paradigm of nonprofit evaluation in our work with Hillel: picture a table with a vase of flowers sitting in the middle. The vase is Hillel's mission. The flowers are Hillel's programs and services, and the legs are Hillel's administrative, financial, governance, and advocacy systems.

- Hillel's mission, values, programs and services – what sits on the table and the tabletop – is *who* Hillel is, and *what* Hillel does programmatically and sometimes the *why*.
- Hillel's infrastructure – the table's legs in Kenny Stevens' model – is *how* Hillel accomplishes its business: the often invisible, behind-the-scenes things that support Hillel's mission, values, programs and services.

Hillel's vase and flowers – its mission, values, programs and services – are sound. From Shabbat dinners to Israel trips, from counseling students about their spiritual identity to giving parents peace of mind that their children have a home away from home, the vase and flowers, while needing attention to be their best, are mostly in the maturity-stage, with some in idea-stage and only a few in the early phase of decline-stage. At this point Hillel's transformative energy must primarily be used elsewhere.

Meanwhile, for the vase to remain unbroken and the flowers intact, the legs of Hillel's table must be strong. Our research identified that most of Hillel's table legs are wobbling, some badly. Evaluation, strategic planning, governance, administrative systems, finances, advocacy (including marketing and fund development), and some aspects of personnel are in the decline-stage and have been for several years. For Hillel to become strong again, they must all be brought from decline-stage through turnaround-stage to maturity-stage. Therefore, the majority of Hillel's transformation energy needs to be focused on its *table legs*, what many would call Hillel's *business systems*.

Hillel's vase and flowers are sound...while most of Hillel's table legs are wobbling.

The recommendations in *Part Two* of this report (found in summary on pages 20-22, and in expanded form on pages 23-43), focus predominantly on repairing Hillel's table legs: preparing, embarking and sustaining that journey through Kenny Stevens' stages for each wobbling leg of Hillel's table.

Notes: we hope the reader finds this brief presentation of Kenny Stevens work – while perhaps oversimplified – useful, nonetheless, in understanding the nature of Hillel's challenges and our approaches to overcoming them. For more detail, readers of this report may wish to:

- See Part III, Appendix A of this report, available only at HillelColorado.org or as an email attachment by request.
- Pick up a copy of Kenny Stevens book; her writings should prove helpful in understanding and most fully utilizing this report.

Charge to the Board

The chief benefit of this strategic plan will come from its utilization by the Board of Directors to establish strategic priorities and implement strategic policies that lead to the type of organizational improvement required for Hillel to be solvent, successful, and sustainable. Because strategic plans can be overwhelming in their scope and detail, the board requested that we offer specific directions to Hillel's board to assist it in better understanding Hillel and in prioritizing and operationalizing this strategic plan's numerous recommendations. This plan will provide Hillel the greatest benefits if planners:

A partnership with an executive director who implements a culture of high expectations is critical for the board.

- Read this entire report, paying special attention to *Part One* and *Part Two*.
- Note the items that resonate and are of most pressing importance.
- Together with key Hillel staff:
 - ★ Set strategic priorities for Hillel.
 - ★ Create a formal work plan for board, staff and the community by:
 - Prioritizing outcomes.
 - Creating a timeline and assigning responsibly for each task.
 - Creating clear checkpoints and finish lines for each outcome.
 - Reviewing progress formally at least once per quarter (more frequently at the beginning), and ensuring that the board and staff fulfill their respective work plan commitments.
 - ★ Review and revise if necessary (annually, at a minimum) Hillel's priorities, progress, and assignments.

Many thanks to the Hillel Board of Directors:

- ◆ Michelle Brunschwig, Bruce Baer, Adam Fedrid, Brenda Morrison, Hugo Weinberger and Andrew Yale

Successful implementation of this report's recommendations will require a committed executive staff and board leadership working together toward common goals. This, in turn, will require the Board of Directors to be generous with its time and talent, and courageous enough to ensure the financial resources necessary to implement its strategies – while persevering despite inevitable setbacks. This level of discipline and rigor is critical, and not easy to maintain.

It is also essential that the Board of Directors establish a partnership with an executive director who builds and nurtures a stellar team and who implements a culture of high expectation coupled with a high level of support. The board must also ensure that staff and volunteers receive proper training and coaching, and support the executive director's efforts to assist staff and volunteers to develop work plans, build communities of practice, and receive the mentoring, training and coaching they need. While the board and staff work to become what the developing organization needs them to be, the executive director-board partnership must recruit additional board members who have the skills, time and influence Hillel needs at this juncture and for the long term.

Finally, financial resources sufficient to implement the plan over the next 3-5 years must come from lead individual donors, foundations, Hillel's cash reserves, and/or partner organizations – or some combination of the four. Hillel must secure such Angel Funding to give it time to implement its strategies carefully and sequentially while building and annually increasing a base of funders capable of providing the resources to fund the rebuilt organization.

Successful implementation will require a board that is generous with its time and talent, and courageous enough to assure the financial resources necessary to implement its strategies.

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Part II: Findings & Recommendations

Hillel's Change Process

Why and how do organizations change?

When change is forced on an organization by external factors beyond an organization's control – such as when a recession dries up markets or revenues, when a founder dies, or when consumers no longer desire a prize service that an organization has provided for years – then an organization is in crisis and must change quickly, for failing to address these concerns can lead to dire consequences.

Hillel became aware that it could no longer succeed without changing...and set out to determine what changes were needed.

But there were no sudden external factors that forced Hillel to embrace change. In Hillel's case, leadership sought change as a result of its realization that lack of appropriate attention to internal factors had brought the agency to a stark realization: without changing, Hillel would eventually burn through its financial reserves and be forced to close its doors. That potential future was so unappealing that the board approved an institutional assessment, convened a task force, and engaged consultants to help Hillel choose its change course – rather than to wait until it was too late.

Yet, Hillel's situation is far from the ideal – which would allow for slow, incremental organizational change. That type of change is reserved for organizations that:

- ★ Have spent years understanding and responding to its surroundings, market trends and vulnerabilities;
- ★ Enjoy strong leadership with the capacity to anticipate needs before they present themselves;
- ★ Are structured and molded to adapt and respond, rather than to react; and
- ★ Possess an inner discipline with strong and well-embedded systems.

Of course Hillel's goal is to become that type of organization. But Hillel has not addressed its internal challenges organically over the years nor was the organization systematically structured to meet the challenges as they presented themselves. Consequently, Hillel does not now have the option or the ability to shepherd slow and organic change.

So, where is Hillel in the change process?

Hillel has completed the first several stages:

- ◆ Hillel *became aware* that it could no longer succeed without changing, a critical and often difficult first step: we have described the factors that led to that decision in the executive summary on pages 3-6, and in more detail on pages 7-10 of this report.
- ◆ Hillel *set out to determine what changes were needed*, and did so courageously. It then adopted a course of action to help board leadership determine the nature of the changes it needed by engaging consultants to lead a strategic study that included research, deliberation, findings, and recommendations.

Hillel is now proceeding with the next steps:

- ◆ Hillel *will determine its strategic priorities and direction*: reading and understanding this report and prioritizing its recommendations is the next move.
- ◆ Hillel *will engage a change agent to lead its process* toward its chosen strategic direction: the hiring of an executive director to partner with the board is underway.
- ◆ Hillel *will modify its organizational systems as necessary* to support change: in Hillel's case we recommend that this include – at minimum – staffing models, governance structures, funding strategies, marketing plans and fund development campaigns.
- ◆ Hillel *will institutionalize these changes and this new culture*: this will be an important part of ensuring that Hillel remains strong and flexible so as to be able to choose a different path to change should circumstances require that in the future.

Note: see Part III, Appendix B of this report, available only at HillelColorado.org or as an email attachment by request, to read the consultants' proposal to Hillel's board; it may help the reader appreciate more fully the Hillel board's change process challenges.

Assessments

We asked stakeholders who care about Hillel and its future their opinions on a variety of issues in order to help us craft the recommendations in this report. We needed to hear their voices to understand fully what they believed to be Hillel's strengths and weaknesses, and what they thought needed to happen for Hillel to achieve its desired future.

At every turn and juncture of this assessment process we found individuals ready and willing to share their thoughts and opinions about Hillel with us. Indeed, most went out of their way to assist us as we gathered information. We contacted internal stakeholders – those already committed to serving Hillel, and external stakeholders – people impacted by Hillel's work. We knew it was important to factor the perceptions of both groups into our analyses.

We had group and individual conversations with Hillel task force members, board leaders and volunteers; Hillel staff locally, at Hillels across the country and at Hillel International; nonprofit leaders at university-based student organizations locally and across the country; local nonprofit leaders in other related and unrelated fields; Jewish community leaders; and present and lapsed Hillel donors. Most interesting were conversations we had with the students, themselves: those involved in Hillel, and those not involved at all or not yet involved.

We found that stakeholders were eager to assist us and answer our questions...they even opened our eyes to things we didn't imagine.

Hillel International staff informed us early in our process that they had just finished a strategic plan for their organization; they openly offered their results to us. They expressed great interest in Hillel of Colorado's trek toward excellence, and offered to share their research with us when we believed it could be helpful. Throughout, their staff members were candid regarding gaps in what Hillel International and local Hillels know about our collective world, and expressed commitment to help in any way they could – on their own, and in consultation with Hillels nationwide.

While we also considered gathering data through the strategic use of written and telephone questionnaires, our interest was in qualitative, not quantitative data – so we decided that personal contact with stakeholders would give us far richer data than what we could obtain through questionnaires.

Assessments were critical to crafting our recommendations for Hillel, as the information we gathered was insightful, vulnerable, and candid. Sometimes stakeholders told us things we already knew, sometimes they confirmed suspicions we had, and sometimes they provided us with interesting and important new information; at times they even opened our eyes to things we had not imagined. Occasionally we found examples of all four types of response in a single encounter.

The pages that follow, 15-19, provide summaries of what we learned from our four major stakeholder groups:

- I. Task Force Working Groups
- II. Campus Directors' Thoughts
- III. Community Stakeholder Interviews
- IV. Student Stakeholder Focus Groups

Note: much more detail on stakeholder encounters can be found in Part III: Appendices, available only at HillelColorado.org or as an email attachment by request. The appendices provide transcripts, direct quotations as anonymity allows, and reactions to direct inquiries. They may provide the reader with a much deeper understanding of how and why we reached the conclusions we did.

I. Task Force Working Groups

In its whole-group meetings, the task force addressed the many significant challenges faced by Hillel. Members realized that they needed to talk to people in the field, conduct extensive outside research, and deliberate wisely on each topic. They decided that constituting small working groups responsible for bringing recommendations to the task force was the ideal approach. Members selected their groups according to which topics especially interested them.

Many thanks to the task force members:

- ◆ Hillel board members: task force chair Brenda Morrison and board president Michelle Brunschwig
- ◆ Jewish community leaders Hilary Baskin, Amy Boymel and Stu Senkfor
- ◆ Hillel student leaders Emma Kaplan, Paul Sherman and Andi Vicksman

Working group members spoke with experts in the field on-line and by phone, met endlessly between the monthly task force meetings, learned together, and discussed what they encountered. After deliberating, the working groups brought the conclusions of their discussions back to the task force, and the information they gathered from the field fueled further task force discussions. In the end, the working group recommendations assisted the task force members to reach their conclusions, and task force members knew that their suggestions would play an important role in this report to the board.

Here are the working group recommendations:

1. Hillel-Nationally Working Group recommendations:
 - Hillel can rely on Hillel International for counsel, advice, connecting Hillel with best practices.
 - Hillel International has several pilot initiatives Hillel should join for a variety of reasons.
 - Where Hillel International policies are helpful, Hillel should adopt them.
 - Staff and student leaders would benefit by networking with colleagues.
2. Advocacy (Marketing & Fund Development) Working Group recommendations:
 - One clear, consistent mission should guide all campuses, with each implementing it individually.
 - A revitalized 21st Century Hillel must be more than dinners and programs.
 - Mission-aligned activities and programs must be student-determined and staff-supported.
 - A marketing plan must utilize narrative and metrics and be complete and continually updated.
 - A comprehensive Fund Development plan must maintain diverse fundraising campaigns; provide needed tools to leadership; and emphasize a major gift campaign.
3. Facilities & Real Estate Working Group recommendations:
 - Physical space is important to both parents and students, and promotion of space must improve.
 - Location is vital but location can be overcome with excellence.
 - Students prioritize that *home-away-from-home* feeling, and they seek it out because it is comfortable.
 - Annual facility maintenance needs to be planned, budgeted, and involve staff and students.
 - Facility usage can be increased beyond core students by keen attention to student needs.
 - At the same time, Hillel ought not be restrained only to its dedicated space.
4. Governance Working Group recommendations:
 - Hillel must explore a collective impact model with those whose work impacts young adults.
 - Hillel needs a hybrid board of 12-18 members that performs governance and committee functions.
 - Hillel board members must advocate and fundraise in full partnership with the executive director.
 - Hillel must thoughtfully strive to build a stable, high-quality and respected board.
 - Board members must sign on with clear expectations, commitments, and job descriptions.
 - Hillel must provide training, mentoring and growth opportunities for board members.
 - The board must include recent graduates or current graduate students as full board members; meanwhile, student board presidents must attend meetings to represent their student bodies.

The board must include recent graduates or current graduate students as full board members. Student board presidents must attend meetings to represent their student bodies.

5. Programs & Evaluation Working Group recommendations

All of these statements will be true for a successful Hillel of Colorado:

- Students have a home-away-from-home, and a peer group that is really there for them.
- Hillel's clear mission empowers students to take healthy programmatic risks; meet their local needs; provide multiple touch points within a year and across years; and create collaborative Hillel-wide events and retreats.
- Hillel graduates have stronger Jewish identities when they graduate than they did when entering college; are involved in their local Jewish communities; identify as Jews; and create Jewish homes.
- Student leadership is transferred so that there is always institutional memory.
- Hillel ultimately succeeds as it ensures and promotes the future of the Jewish people culturally, academically, socially, and spiritually.

6. "Open Hillel" Working Group recommendations:

- "Open" implies others are "closed," which isn't necessarily true; Hillel and Hillel International favor open discussions.
- Hillel needs policies that embrace Hillel's mission vis-à-vis broader issues, not just Israel.
- Within a safe container and with support for Israel, Hillel encourages engagement of all issues.
- Hillel should adopt Hillel International policies when they do not conflict with local sensibilities.
- In 2016 Hillel must formulate a policy with broad community and Hillel International input.

Both Hillel of Colorado and Hillel International favor open discussions.

7. Staffing Working Group recommendations:

- Hillel's best staffing structure is a five-person team: an executive director who *leads*, a director of operations who *supports*, a well-mentored and well-supported campus director at each of the three campuses; plus paid student interns at each campus.
- An interim executive director will stabilize Hillel by implementing this plan, thus paving the way for a new executive director.
- Staff needs support: retreats, work plans, transparency, training programs, mentoring and coaching.

8. Budget Working Group recommendations:

- Build a 3-year budget sufficient to implement the task force recommendations.
- Fund the report's plan through Angel-Funding foundations, individuals, or the reserve fund.
- As annual Angel Funding decreases, fundraising and community partnerships must compensate.

Note: please see Part III, Appendix C (i-iv), available only at HillelColorado.org or as an email attachment by request, to view the Task Force's Charter, its adopted Keys to Success, meeting agendas and leaders' goals for each meeting, and more details on the working groups: their constitution, process, deliberations and recommendations.

II. Campus Directors' Thoughts

Each of the three Colorado campuses has a professional leader responsible for empowering and guiding Jewish students. We asked them some open-ended questions designed to help us understand the way they view Hillel:

- What companies are the very best and what would it look like for Hillel to be of that caliber?
- Why does Hillel exist and what must happen for Hillel to succeed in the coming year?
- How will we know that Hillel has succeeded? What would be in place then? What would Hillel look like?

The directors proposed 106 individual measures of success in 19 distinct categories, their responses to our questions painting a picture of Hillel excellence as seen through their eyes. We divided their answers into these four categories (with *italics* signifying the things they believe are most important):

1. Hillel's Purpose, Values, Mission and Goals
 1. Hillel's Purpose, Values, Mission and Goals
 2. Hillel's Programs and Services
 3. Expectations for Environment
 4. Measure of Hillel's Success
1. Hillel's Purpose, Values, Mission and Goals
 - Hillel *is known for something, and we can identify and say clearly what that is.*
 - Hillel's raison d'etre is to build community (a Jewish home away from home); to “feed” students physically, emotionally, mentally, and spiritually; to develop the next generation of Jewish leaders; and to make the world better through those touched by our programs and people.
 - Hillel builds Jewish identity, honoring the heritage of our Jewish past to build a vibrant Jewish future.
2. Hillel's Programs and Services
 - Must address students' wants and needs, *be top notch and produce high quality student experiences.*
 - Need to attract diverse students, *build Jewish identity*, and facilitate resume and career building.
 - Are successful if *one student tells me Hillel changed his or her life.*
3. Expectations for Environment
 - We have high expectations for our environment and for our team.
 - We are at our best when everyone (staff, volunteers, students):
 - ★ *Is trained well, buys in and works together as a true collaborative team with clear roles.*
 - ★ *Cares about each other's professional success and personal well-being.*
 - ★ *Pushes each other to be our best, have fun, and grow together as friends/colleagues.*
 - ★ *Feels supported, learns from one another, and is expected and guided to improve.*
 - *We strive to adapt and to be open-minded.*
 - We are open to change, and to Hillel's (as well as our own) revitalization.
4. Measures of Hillel's Success
 - External: The community knows, respects, supports and loves Hillel.
 - Internal: Hillel's budget process is clear and transparent for Hillel and each campus; *Hillel has a clear and powerful plan to secure enough income to thrive, with the will and means to implement it.*

Note: please see Part III, Appendix D, available only at HillelColorado.org or as an email attachment by request, for more details on the our discussions with the campus directors – and their candid responses to our inquiries.

III. Community Stakeholder Interviews

We conducted interviews with Hillel stakeholders from six categories (current and past board members, current and lapsed donors, university professionals, and Jewish community nonprofit professionals). Our formal interviews with ten stakeholders averaged about seventy minutes each; informal interviews with eight additional stakeholders averaged about twenty minutes each. Throughout, stakeholders were assured that when we used their responses in our report, we would not ascribe them to any individual – thus facilitating openness and honesty.

Hillel community stakeholders told us that they:

- Believe that a Hillel-like organization is critical for the Jewish community and its students.
 - ★ Understand the importance of “providing Jewish stuff” for a Jewishly at-risk demographic that we can easily identify and reach more efficiently during their college years than at any other time.
 - ★ Know what they mean by “Jewish stuff,” even if they can’t enunciate it – and they think Hillel knows what they mean, too.
 - ★ Are not unanimous around what Hillel should provide, but do have ideas that may be useful.
- Do not think much is going well in the local Jewish community, and don’t know how to make it better.
 - ★ Yearn for the “better days” of Colorado’s Jewish past, even more so where Hillel is concerned.
 - ★ Understand that the problems are not unique to Colorado or even unique to the Jewish community.
 - ★ Have strong feelings about which Jewish institutions they like and respect - and which they don’t.
- Define strong community organizations as having:
 - ★ Strong board and chief executive leadership, fiscal strength and transparency, and good management.
 - ★ Real clarity about who they are and what they do, and they know how to communicate that.

(Note: Stakeholders don’t believe Hillel is currently strong, are not sure why, and believe Hillel can be strong again.)
- Are unified in believing that Hillel needs to be relevant now and in the future; that includes:
 - ★ For students: student-led programming with meaningful leadership roles for students; good social programming; open student discussions on any subject they wish within a safe playing field; value-added activities such as internships and skill-building programs; discussions of politics and values; and activities that provide students skill sets after graduation and a “leg up” to post-college life.
 - ★ For supporters: proof that Hillel is serving the most students possible in the best possible ways; receiving consistent (but not overwhelming) communication; and leadership that is strong, consistent, accessible, and (if possible) enlightened.

Hillel is the most important institution for Jewish continuity because nearly every Jewish kid goes to college.

Note: please see Part III, Appendix E, available only at HillelColorado.org or as an email attachment by request. We have provided detailed transcripts of ten of the most revealing interviews for your examination; names of interviewees were omitted to protect anonymity.

IV. Student Stakeholder Focus Groups

Four student focus groups met at convenient evening times at each of the three Hillel houses, engaging college students who are involved with Hillel, college students who are not, and some high school seniors from the metro area. Students were guaranteed confidentiality in order to assure their candor. Then they were asked a wide variety of questions, and these themes emerged:

Hillel student stakeholders told us that:

- Hillel is very important to students for a variety of reasons centered on fun, community and leadership opportunities.
- While some programs aren't as good as they could be, the fixes are inexpensive and easy.
- Hillel should try some educational, career-building or political programming – but only if they originate with the students.
- Hillel should stick with what it does best: providing *home-away-from-home*, social, identity-building and cultural programs – and Jewish “feel-good” experiences.
- Leadership development is important to students, and Hillel is a powerful laboratory for them to learn and grow.
- When students feel welcome at Hillel, it's wonderful. When they don't, it's really bad.
- Student leaders and those on the “inside” absolutely love their Hillel, but some students feel left out. Outsiders do not often return, or don't feel good about themselves when they do.
- Professional directors are important as role models and as “big brothers and sisters,” and could succeed in helping leaders be more sensitive to “outsiders.”
- Directors have great influence with students, creating a welcoming atmosphere at Hillel while leading students and helping them in a variety of ways.
- Students want to be friends with the professionals; consequently, staff must walk a thin line between being friendly and becoming their friends.
- There are lots of ways to “do Jewish” at CU and DU (Hillel, Jewish Greek life, Chabad, clubs), a few less at CSU; many students do more than just one.

Leadership development is important to students, and Hillel is a powerful laboratory for them.

Note: please see Part III, Appendix F, available only at HillelColorado.org or as an email attachment by request. Our thanks to Maggie Miller of Maggie Miller Consulting, Inc., who conducted the focus groups on site at the Hillel Houses. Maggie provided this appendix: her skillful thematic summaries, data from the interviews, and her handling of student responses provided rich input for the report from the students, Hillel's most important stakeholders.

Summary of Recommendations

Below are ten sets of summary recommendations for Hillel. They represent significant findings that were revealed during this strategic process. For more detail, see *Expanded Recommendations* beginning on page 23.

1. GENERAL RECOMMENDATIONS

- Hillel knows itself: it need not revise its Vision, Mission or Values statements at this point.
- Hillel must see itself and behave as one, with branches in Denver, Boulder and Ft. Collins all supported by a Headquarters (HQ) in Denver.
- Hillel serves the three Colorado college campuses with the largest Jewish populations. Once Hillel's pressing infrastructure issues are addressed, Hillel should explore what it may do for students at Colorado's other college campuses.
- Partnerships have been valuable for Hillel. Hillel should consider future shared processes with other student organizations, Jewish and not; Hillel International and sister Hillels; future initiatives supported by foundations such as Rose Community Foundation; and whatever new partnership arrangements may emerge with JEWISHcolorado.

2. JEWISH CONTINUITY RECOMMENDATIONS

- Hillel needs to remember that it is an important organization not only for its students – the clients – but also for the Jewish community, providing a bridge from childhood to adulthood (see the infographic on page 6).
- Hillel must publicize that many adult Jewish community leaders are products of Hillels, here and across the country: Hillel teaches leadership skills.
- Hillel should encourage any collective impact initiatives that create connections between Hillel and other Jewish organizations serving young Jewish adults.

3. PROGRAM RECOMMENDATIONS

- Hillel must refrain from wholesale efforts to restructure its student programs and services: what presently exists is a good foundation upon which to build.
- Hillel's programs and services must be mission-aligned, student-determined and staff supported, balancing historical values with 21st Century needs.
- One clear and consistent mission must guide Hillel, while each campus may implement a broad array of activities and programs that fits its campus.
- Campus directors and student leaders must develop communities of practice – with time and a safe structure to share successes and failures while teaching themselves and their successors.
- Hillel must explore value-added programs as funding becomes available:
 - Exploring ways to connect Hillel students with community mentors and leaders and to the broader Jewish community.
 - Encouraging students to explore issues from all sides, always within a container of respect.
 - Middle East and Israel discussions must be within the context of support for Israel.
- A Hillel House must be a clean, comfortable, and well maintained, “home-away-from-home.” This is important for both students and parents.
 - While location matters, excellence is slightly more important to students.
 - Houses on all campuses must be more accessible for Hillel students and visiting families; have annual capital and maintenance budget lines as well as Building Endowments; generate income (with student needs paramount); and bring the wider Jewish community to Hillel.
 - Explore selling the Boulder House and buying or leasing a property closer to the Hill, reimbursing JEWISHcolorado (Jco) its historic costs incurred, and establishing with the remaining funds a Hillel Boulder Fund permanently housed at Jco Foundation, perpetually controlled by Hillel, and reserved for the purposes of Boulder Hillel.

4. STUDENTS RECOMMENDATIONS

- Hillel's demographic is a challenging one to engage, but since almost every Jewish young adult goes to college this demographic is not hard to find.
- Hillel must actively place students at the center of all it does and keep them there; graduate students and recent graduates should be asked to serve on the Hillel Board of Directors.
- Hillel reaches many students, but it must reach and engage more – despite some students' developmentally understandable desire to “check out” of Jewish life after high school.
- College students crave community, but are incredibly over-programmed; yet they make time for what they want, and could assist Hillel and enhance their own futures by serving as paid interns.
- Students who have participated in Hillel are more connected to Jewish community and value Judaism more in their homes.

5. STAFFING RECOMMENDATIONS

- A five-person team should be built immediately with an expectation of support, transparency, and excellence. Paid student interns should be added to the staff structure as soon as feasible.
- Staff must function as a unit, with clear individual job descriptions, supervision lines, work plans and agreed-upon expectations.
- Campus directors should expect to receive mentoring, training, networking and coaching; supporting them in communities of practice with their peers is also essential.

6. COLLECTIVE IMPACT RECOMMENDATIONS

- Hillel plans and executes in isolation and always has, which is not unusual; but it is time for Hillel to welcome a *collective impact* initiative for the mutual benefit of Hillel and the community.
- Hillel's Jewishly at-risk demographic is especially in need of such an initiative.
- Unlike collaborations or partnerships, *collective impact* initiatives have a centralized infrastructure with dedicated staff that helps organizations shift from acting alone.
- Hillel could lead this process by beginning small: eliciting and building interest, convening a group of like organizations, creating a steering committee, and providing a roadmap.

7. INFRASTRUCTURE: FINANCE RECOMMENDATIONS

Comprehensive Financial Planning (Budgeting and Resource Procurement) is perhaps Hillel's single most pressing challenge. Without sufficient funds and a mechanism for guaranteeing fiscal stability, Hillel will find itself continuing in the boom-or-bust cycle it has experienced in its recent past.

Steps to returning Hillel to fiscal health include:

- Conduct a zero-based budgeting exercise to determine a minimum annual expense budget.
- Examine strategic funding partnerships that provide annual income sufficient to meet expenses.
- Rebuild fundraising apparatus, with a formal development plan leaning heavily on a major gift campaign; building campus-based programs such as alumni associations and giving circles; and launching and staying the course with a comprehensive marketing campaign.
- Secure Angel Funding to implement a 3-5 year turnaround plan through individual funding partners; foundations; mega-donors; and Hillel's reserve funds utilized strategically.

8. INFRASTRUCTURE: LEADERSHIP RECOMMENDATIONS

Excellent professional and volunteer leaders are critical for any organization's success, and that is true, of course, for Hillel. Nonprofits have a vastly better chance of succeeding when the chief executive and the Board of Directors work well together. Steps to strong organizational leadership include:

- Engage an interim executive director with nonprofit management experience and leadership skills who will assist the Board of Directors in setting strategic priorities based on decisions reached from the planning process. The board needs to:
 - Develop and implement work plans for each strategic area.
 - Implement staff training, coaching, mentorship, and evaluation programs.
 - Then hire a permanent Executive Director who leads in partnership with the board.
- Renew the board's commitment to its prime functions of building and overseeing the budget, hiring and evaluating the executive and assuring compliance and adequate funding.
 - Create job descriptions for the board as a whole and for each board member.
 - Determine if this board is a good fit for each member, and if so assign tasks.
 - Assesses needs, and strategically recruit new board members for Hillel.
 - Assure training and mentoring is in place to enable board members to succeed.
 - Plan turnover and leadership succession, and build a board that is *the place to be*.

9. INFRASTRUCTURE: PLANNING RECOMMENDATIONS

- Institutionalize the planning process so it is continual and invigorating to all.
- Initially: assure that leaders digest this report's recommendations and its underlying research; meet in retreats to discuss all issues and formalize strategic directions; and build a work plan that includes the resources necessary to implement the board's vision, goals, and strategies.
- Ongoing: assure that leaders continually examine the strategic plan to measure success and reprioritize goals; hold an annual retreat to assure buy-in and examine internal and external environmental changes; adopt new directions and work plans; and stay the course toward enhanced sustainability and fiscal health.
- Develop a marketing campaign built on Hillel's strong brand and good name recognition.
 - Assure advocates and potential partners know of this plan and why it is critical.
 - Invest in a comprehensive marketing plan that tells the story well, utilizes metrics, and gives donors and funders a reason to partner with Hillel to ensure Jewish continuity.
 - Be consistent with the message through all media, demonstrating over time that:
 - ★ Hillel is not lifestyle enhancement for the affluent: it is Jewish continuity, succeeding by ensuring the future of the Jewish People.
 - ★ Campus Hillels are strong and vibrant, following a clear centralized mission that allow students freedom to meet their local needs.
 - ★ At Hillel students *lead*, staff *supports*, and new leaders are trained continually.

10. INFRASTRUCTURE: EVALUATION RECOMMENDATIONS

Ongoing Evaluation is an essential activity of high-functioning nonprofits. Done well, it provides the organization with the data it needs to conduct its business and serve its cause and its clients more effectively. Steps to strong evaluation deeply integrated into Hillel's structures are:

- Ensure that strong evaluation is embedded into Hillel's administrative and programmatic structures, with sufficient resources to begin and maintain a comprehensive evaluation plan.
- Understand that program evaluation serves a dual purpose: providing staff a tool to build the best possible programs while giving them measurement tools to grow; and demonstrating Hillel's successes, progress, and return on investment to donors, advocates and partners.
- Recognize that creating and evaluating systems, policies, protocols, and procedures – holding every aspect of Hillel's business up to scrutiny – is a prerequisite to attracting donors from the business community, achieving sustained funding, and even attracting and retaining good staff.
- Create a robust "Theory of Change" to articulate outcomes and the methods to achieve them.

Expanded Recommendations

Below are the ten (10) unabridged recommendations, each preceded by the summaries for the convenience of the reader. Along with recommendations we have interspersed background material so the reasoning behind our recommendations becomes more apparent:

I. GENERAL RECOMMENDATIONS

1. Hillel knows itself: it need not revise its Vision, Mission or Values statements at this point.
2. Hillel must see itself and behave as one, with branches in Denver, Boulder and Ft. Collins all supported by a Headquarters (HQ) in Denver.
3. Hillel serves the three Colorado college campuses with the largest Jewish populations. Once Hillel's pressing infrastructure issues are addressed, Hillel should explore what it may do for students at Colorado's other college campuses.
4. Partnerships have been valuable for Hillel. Hillel should consider future shared processes with other student organizations, Jewish and not; Hillel International and sister Hillels; future initiatives supported by foundations such as Rose Community Foundation; and whatever new partnership arrangements may emerge with JEWISHcolorado.

1. Hillel's Vision, Mission and Value statements do a good job of describing what Hillel seeks to do, why, and how. Hillel may revisit these statements down the road, but they are adequate for now, and we recommend placing effort elsewhere at this time. Hillel's current statements are:
 - Vision: to inspire every Jewish student on its campuses to make an enduring commitment to Jewish life.
 - Mission: to enrich the lives of its students so that they may enrich the Jewish people and the world.
 - Values: Hillel's commitment to excellence, innovation, accountability and results:
 - ★ Creates a pluralistic, welcoming and inclusive community.
 - ★ Fosters student growth and balance by being distinctively Jewish and universally human.
 - ★ Pursues tzedek (social justice), tikkun olam (repairing the world) and Jewish learning.
 - ★ Supports Israel and global Jewish peoplehood.
2. While each campus has a campus director who operates with some autonomy and is responsible for implementing Hillel's mission on that campus, Hillel is one organization.
 - A convenient metaphor is that Hillel is a tree with three large branches: it must by necessity think and behave as one organism. The trunk – or Headquarters (HQ) in Denver – supports branches in Denver, Boulder and Ft. Collins.
 - Each branch must be healthy for overall organizational health, and HQ is ultimately responsible for policy, fundraising and overarching decisions.
 - Hillel's philosophy, marketing, and core programs should be similar for all campuses, and staff should work together toward the common good.
3. Hillel's focus in the short term must be the three Colorado campuses that have the largest Jewish student population. Yet other Colorado colleges have Jewish students who could benefit from contact with Hillel and from shared services, and Hillel should not ignore that fact.
 - While Hillel has interest in what is happening at other Front Range colleges and universities, as well as those throughout the state, a formal mandate to serve them is not now part of Hillel's mission.
 - When the time is right, it would be worthwhile to investigate what role Hillel could play with other colleges and universities in Colorado:
 - ★ Determine if support or direct involvement is needed.
 - ★ Understand better the Jewish student presence.
 - ★ Determine what business plan might make sense.

4. Partnerships and alliances have been important for Hillel for decades, and without them Hillel would not have been as successful; leadership should anticipate that they will continue in some form, although leaders should not count on them in the future since Hillel cannot predict the ever-changing landscape or anticipate the nature of these collaborations.
 - Hillel's affiliation with sister Hillels and with *Hillel International – the Foundation for Jewish Campus Life* is an underutilized asset that could prove extremely valuable in the organization's development.
 - ★ Today Hillel can rely on Hillel International for support in ways it has not been able to in the past; staff members at Hillel International are willing to share their strategic processes to remake their organization, as well as their expertise.
 - ★ Hillel International has several pilot initiatives that Hillel may be able to join, positioning itself well; learning as it implements; shining a spotlight on Colorado, and bringing Hillel International's presence and the energy of multi-city initiatives to local advocates and donors.
 - ★ When Hillel International's policies are helpful and don't conflict with local sensibilities, Hillel should adopt them; always International's policies should inform those of Hillel.
 - ★ Staff and student leaders would benefit by networking – learning, sharing, borrowing, and growing – with colleagues from like Hillels across the country, at conferences, by phone and by remote conferencing. Establishing trusted *communities of practice* is an essential step for the campus directors' professional growth.
 - Rose Community Foundation has assisted Hillel in many ways in past years, and the nature and diversity of the foundation's help has been important.
 - ★ Foundation sponsored initiatives addressed long-term sustainability.
 - ★ The BOOST initiative led Hillel to implement new structures and improve its facilities.
 - ★ A recent capacity grant provided funds for this strategic exercise.
 - JEWISHcolorado, formerly the Allied Jewish Federation of Colorado, has been a funding and strategic thought-partner with Hillel since Hillel's beginnings in Colorado; now that the organization has restructured its priorities and Hillel's plan is written, discussions may commence to consider the nature of the next strategic alliance between the two organizations.

II. JEWISH CONTINUITY RECOMMENDATIONS

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|---|
| <ol style="list-style-type: none"> 1. Hillel needs to remember that it is an important organization not only for its students – the clients – but also for the Jewish community: providing a bridge from childhood to adulthood (see the infographic on page 6). 2. Hillel must publicize that many adult Jewish community leaders are products of Hillels, here and across the country: Hillel teaches leadership skills. 3. Hillel should encourage any collective impact initiatives that create connections between Hillel and other Jewish organizations serving young Jewish adults. |
|---|
1. By all measures Hillel is an important organization for its clients and for the Jewish community. The work Hillel is entrusted to do with and for Jewish students on Colorado’s college campuses is no less necessary and important now than it has been in the past.
 - We found that Hillel’s stakeholders and clients alike believe that if Hillel were to disappear today, an organization doing the work Hillel currently does and with Hillel’s pluralistic philosophy would need to be recreated tomorrow for Colorado’s campuses.
 - Hillel creates a bridge to the adult Jewish community and Jewish life, keeping many connected from childhood to adulthood, and opening previously unseen doors for countless others who are first introduced to Jewish life and community during their college years.
 - Jewish schools and communal agencies report that many of their professional and volunteer leaders are products of Hillels here and across the country. Meanwhile, students cite the further development of their own leadership skills at Hillel as one of the rewards of involvement in Hillel.
 2. Hillel should explore ways to connect students, especially in their final undergraduate years or in graduate school, with Denver, Boulder and Ft. Collins Jewish entrepreneurs and professionals. Students and community members could benefit in a variety of ways, as could the communities, themselves.
 - Many Jews coming to Colorado universities from out-of-state and stay here after they graduate, and that has been true for decades; if students connect with community members during their time in college, even more may choose to stay and become part of this community.
 - Many professionals in the community enjoy mentoring young leaders in their chosen field, or assisting them in evaluating their career opportunities, while students gain professional guidance.
 3. Hillel should track any *collective impact* initiatives that create connections between Hillel students and local Jewish organizations serving the young adults just before and just after college age; see pages 33-34, below.

III. PROGRAM RECOMMENDATIONS

1. Hillel must refrain from a wholesale effort to restructure its student programs and services: what presently exists is a good foundation upon which to build.
2. Hillel's programs and services must be mission-aligned, student-determined and staff supported, balancing historical values with 21st Century needs.
3. One clear and consistent mission must guide Hillel, while each campus may implement a broad array of activities and programs that fits its campus.
4. Campus directors and student leaders must develop communities of practice – with time and a safe structure to share successes and failures while teaching themselves and their successors.
5. Hillel must explore value-added programs as funding becomes available:
 - Exploring ways to connect Hillel students with community mentors and leaders and to the broader Jewish community.
 - Encouraging students to explore issues from all sides, always within a container of respect.
 - Middle East and Israel discussions must be within the context of support for Israel.
6. A Hillel House must be a clean, comfortable, and well maintained, “home-away-from-home.” This is important for both students and parents.
 - While location matters, excellence is slightly more important to students.
 - Houses on all campuses must be more accessible for Hillel students and visiting families; have annual capital and maintenance budget lines as well as Building Endowments; generate income (with student needs paramount); and bring the wider Jewish community to Hillel.
 - Explore selling the Boulder House and buying or leasing a property closer to the Hill, reimbursing JEWISHcolorado (Jco) its historic costs incurred, and establishing with the remaining funds a Hillel Boulder Fund permanently housed at Jco Foundation, perpetually controlled by Hillel, and reserved for the purposes of Boulder Hillel.

1. Hillel offers Shabbat, Holidays, community-building, special occasions, and student interest programs.
 - Programs meet student needs for community and identity, and are strongly cultural and social.
 - Programs work well. Since there are much more pressing needs, we recommend that Hillel refrain from any wholesale effort to restructure programs and services at this juncture.
 - What exists is a good foundation: historic programs were and remain strong and well attended despite the normal ebbs and flows of organizations over time.
2. Hillel's programs and services work best when they are:
 - Mission-aligned, and with a strong connection to Hillel's values and vision.
 - Student-determined, student-owned programs, with students working to make them successful.
 - Staff-supported programs, with staff playing the historic role of leading from behind, empowering students to try – and sometimes fail – while at the same time ensuring vital programs succeed.
 - Balanced to preserve historical values, and innovative to meet 21st Century needs.
3. One clear and consistent mission guides programs at all Hillel campuses, with each campus encouraged to implement a broad array of activities and programs that fits the unique nature of its student body – historically and at any given moment in time.
4. Campus directors and student leaders need time and a safe structure in which to share successes and failures with each other, learning and teaching themselves and their successors. *Communities of practice* for students and staff should transcend the campuses – and perhaps even extend to other states.

5. A revitalized 21st Century Hillel must be more than dinners and programs.
 - There are significant opportunities to provide additional meaningful and relevant programming once the more pressing infrastructure needs are addressed.
 - We recommend that Hillel explore value-added programs as funding is available.
 - ★ Jewish Community: We recommend that Hillel explore ways to connect Hillel students to the broader Jewish community.
 - ★ Israel: We recommend that Hillel students be encouraged to freely explore all issues from all sides – always within a container of respect and support for Israel, with issues presented in balanced ways, and with student education paramount. Students must be prepared to understand, be sensitive to, and defend if necessary differing ideologies and nuance within the broad tent of support for Israel as a democratic, Jewish state.
 - In 2015-16 Hillel must undertake its discussion of Israel policy by engaging experts and leadership from Hillel International, representatives from leading organizations and thinkers in the local Jewish community, and students from the campuses.
 - This issue makes clear the need for Hillel to have policies that guide its actions and embrace Hillel’s mission on a variety of topics and broader issues, not just Israel; Hillel should embrace Hillel International policies when they do not conflict with local sensibilities, and those policies should always inform the local debate.
6. Physical space is very important to both parents and to students.
 - Marketing and promotion of physical space can improve: get word out about the Houses and meeting venues to new students, constituents, and to the community.
 - Location is vital, as centrality to students’ activities is important; but an imperfect location can be overcome with excellence.
 - Students prioritize that *home-away-from-home* feeling. They seek a living room-like environment where they feel at ease and comfortable.
 - Annual maintenance needs at the Houses need to be planned and budgeted, with staff and students periodically inspecting the House and facilitating repairs.
 - Use can be increased beyond core students by assuring increased availability throughout week for all students, and by attention to student needs for convenience, comfort, and privacy to study.
 - At the same time, Hillel ought not be restrained only to the Houses: Hillel’s mission can be fulfilled when dinners and programs take place in gatherings at restaurants and homes.
 - The Houses are essential for students, and for parents who seek Hillel on college visitation trips:
 - ★ For the ***Denver University Hillel House*** we recommend that Hillel:
 - Assure the House is open for all Hillel students when they seek it, and easily opened for families visiting and exploring college choices.
 - Provide a small, recurring annual budget line to keep the House maintained.
 - Continue to explore ways to overcome parking concerns and limitations and bring the community to the Hillel House – thus earning income and providing a resource while marketing Hillel – being careful that students’ needs come first.
 - Explore building an endowment or a Hillel Denver Capital Fund reserved for paying the annual cost of housing improvements, maintenance and repairs.
 - ★ For the ***CSU Hillel House*** we recommend that Hillel:
 - Assure it is landscaped for attractiveness and for water and flood control, weatherproofed, beautified, and has more attractive signage.
 - Keep it accessible for all Hillel students at most times, and for visiting families who are exploring college over the summer and at other times.
 - Provide a small, recurring annual budget line to keep the House maintained.
 - Continue to explore ways to earn income with Hillel property in Ft. Collins, being careful that students’ needs come first.
 - Explore building an endowment or a Hillel Ft. Collins Capital Fund reserved for paying the annual cost of housing improvements, maintenance and repairs.

- ★ For the *CU Boulder Hillel House* we recommend that Hillel:
 - So long as the current House is in use for Hillel:
 - ◆ Invest resources to modernize and update the facility and grounds within a reasonable budget, so students have a clean and updated home-away-from-home for as long as Hillel uses that House.
 - ◆ Keep the House open and accessible for all Hillel students at most times, and for visiting families who are exploring college over the summer and at other times.
 - ◆ Provide a small, recurring annual budget line to keep the House maintained.
 - ◆ Continue to explore ways to earn income with Hillel property in Boulder, being careful that students' needs come first.
 - For the future of Boulder's House:
 - ◆ Continue to explore selling the current Boulder House and buying or leasing a property closer to the vicinity of the Hill.
 - ❖ Share proceeds with JEWISHcolorado (Jco) by this formula:
 - Reimburses Jco for its original investment (historic costs incurred) in the current Boulder Hillel House.
 - Establishes with the remaining funds a Hillel Boulder Fund owned by Hillel and housed at the Jco Foundation, and reserved for the purpose of housing and programs for Boulder Hillel, paying the cost of such housing including purchase, rental, maintenance and repairs.
 - ❖ Buy or rent a new Boulder Hillel House, in the vicinity of the Hill, that shall be:
 - Perpetually controlled by Hillel.
 - Owned by Jco – and leased to Hillel for \$1 per year on a 100-year perpetually renewing lease.
 - ◆ Hillel shall have the right, with Jco input, to purchase, lease or rent new housing using the principle and interest from Hillel's newly created Boulder Fund. New housing shall be the responsibility of Hillel to maintain with autonomy.
 - ◆ Any sale of any future property shall be bound by the terms of this agreement.

IV. STUDENTS RECOMMENDATIONS

1. Hillel's demographic is a challenging one to engage, but since almost every Jewish young adult goes to college, this demographic is not hard to find.
2. Hillel must actively place students at the center of all it does and keep them there; graduate students and recent graduates should be asked to serve on the Hillel Board of Directors.
3. Hillel reaches many students, but it must reach and engage more – despite some students' developmentally understandable desire to “check out” of Jewish life after high school.
4. College students crave community, but are incredibly over-programmed; yet they make time for what they want, and could assist Hillel and enhance their own futures by serving as paid interns.
5. Students who have participated in Hillel are more connected to Jewish community and value Judaism more in their homes.

1. The college-age demographic Hillel serves is challenging to engage for well-documented reasons.
 - This is true not only for Hillel, but also for other campus student organizations.
 - Yet the good news is that unlike almost every other Jewish community demographic, virtually all of Hillel's potential constituents can be found and identified on our nation's college campuses during their late teens and early 20's.
2. Campus staff must be supported to keep students at the center more consciously, through mentoring, training and networking with other student organization leaders.
 - Best practices is to assure that Hillel actively place students at the center of all it does, with students conceiving, planning and executing programs with proper support.
 - Student board presidents must be invited to participate as non-voting members in Hillel's Board of Directors, representing their student bodies.
 - Meanwhile, as student leaders have requested, Hillel should seek out recent graduates and graduate students to become full board members.
3. Informal research indicates that among the 70,000 plus students at Hillel's three campuses in 2014-15, about 4% or 3,000 are Jewish. During that time between 20-30% of the Jews on campus connected with Hillel at least once, and 100-150 were regulars at Hillel programs.
 - Hillel serves many Jewish students, and has the potential to reach many more.
 - Hillel must do a better job reaching out to new and returning students, keeping its message in front of students who have not been *regulars*.
 - College is a time for students to explore and discover, often looking outside what has defined an individual prior to college. Hillel must expect that some Jewish students will desire a break from Jewish activities, so Hillel must be highly visible – and accessible if and when it is sought.
 - While Hillel's mission is Jewish, a surprising number of non-Jews on a path of exploration or friendly with Jewish students visit or even hang around at Hillel; this certainly isn't in conflict with Hillel's mission and should not be discouraged.
4. Students during their college years:
 - Need multiple touch points within a year and across years, since for some it takes that much consistency to create a positive outcome.
 - Seek broader connections, so leaders should assist students in creating collaborative Hillel-wide events for all students and statewide student board retreats and joint programs.
 - Desire a sense of community, a home-away-from-home, and appreciate having a group that is really there for them.
 - Students can help Hillel by being paid interns and/or ambassadors, while they gain income and experience – a win-win for the students and for Hillel.
5. For students in the years after graduation, we endeavor to assure that students:
 - Have a stronger Jewish identity than they had when entering college.
 - Are involved in their local Jewish community.
 - Identify as Jews and have created Jewish homes.

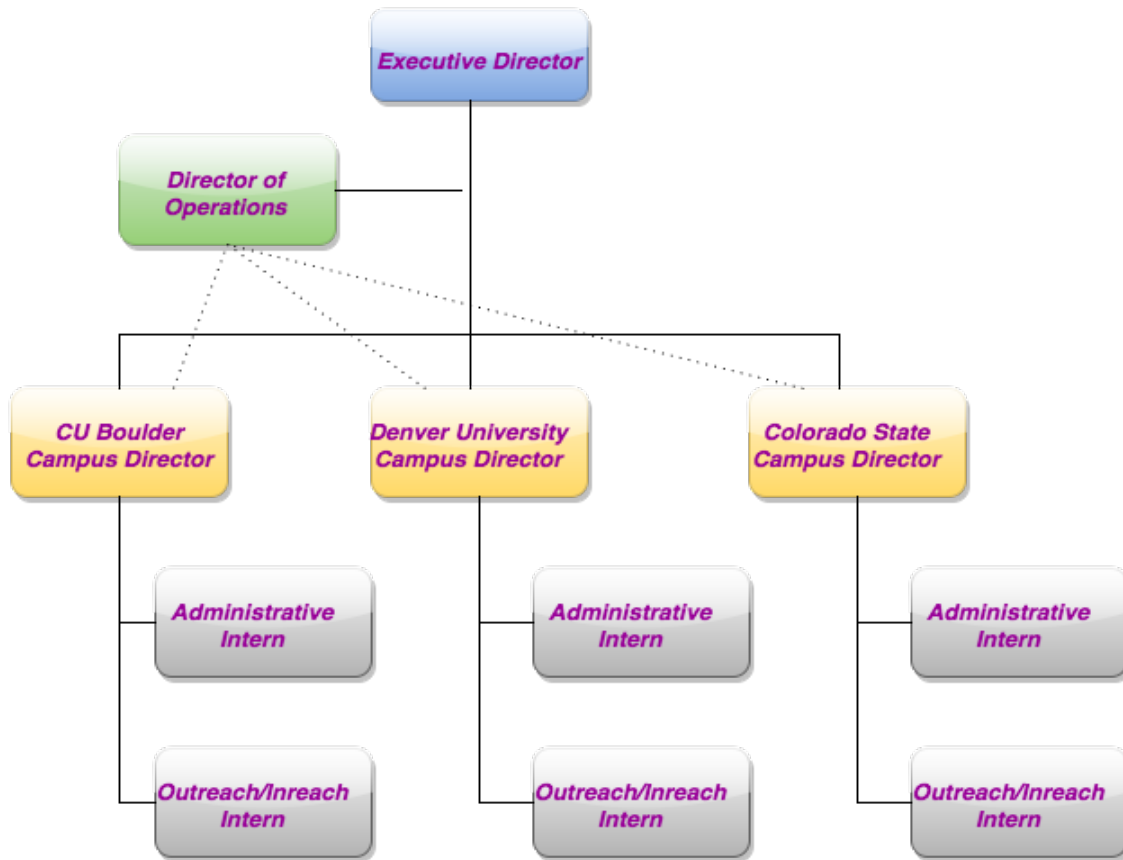
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V. STAFFING RECOMMENDATIONS

1. A five-person team should be built immediately on an expectation of support, transparency, and excellence. Paid student interns should be added to the staff structure as soon as feasible.
2. That staff must function as a unit, with clear individual job descriptions, supervision lines, work plans and agreed-upon expectations.
3. Campus directors should expect to receive mentoring, training, networking and coaching; supporting them in communities of practice with their peers is also essential.

1. In recent years there has been frequent staff turnover on two of the three campuses; this, and other factors, has made it difficult for Hillel to function well as a unified team. We believe that Hillel's success will be built on successful team planning and implementation, beginning with its staff.
 - We recommend that a five-person professional team with clear interdependent job descriptions work together to run Hillel as a mutually supportive unit.
 - Headquarters at DU must be staffed by an executive who "leads," and an administrator, who "does," working seamlessly together.
 - Hillel should pay students as administrative and student-engagement interns at each campus to support the directors.
2. Each member of the five-person team must have a written job description with clear expectations; each staff member must have authority commensurate with the position's responsibility.
 - Regular supervision must be a priority, embedded into Hillel's structure.
 - Staff must utilize work plans on a regular basis, while supervisors use evaluation as a proactive tool to help campus professionals improve.
 - Campus directors can use this tool to teach their student leaders, as well.
 - Regular meetings and staff retreats – to include training and learning together – need to become the norm for the staff to function as a unit.
3. Campus directors at each of the three campuses are mentored by the executive director and supported by the administrator.
 - The Hillel executive director must be skilled at assisting the campus directors to be excellent professionals through supervision and mentoring, a skill campus directors can then utilize with their student leaders.
 - Outside coaching is becoming the norm for quality 21st Century staffs, and for proven reasons; coaching for staff must be implemented soon even within a limited budget; a full coaching program for all staff should be offered as finances allow.

Hillel's Organizational Chart



Executive Director

- Public Face
- Leadership/Mentoring
- Advocacy
- Vision
- Strategic Planning
- Board
- Partnership/Development
- Oversee Fund Development

Director of Operations

- Administration
- Fund Development Support
- Marketing
- Financial Management
- Campus Director Support
- Program Evaluation
- Facility & Vendor Oversight

Campus Directors

- Recruits & Empowers Students
- Co-Designs Jewish life programs
- Co-Implements Jewish life programs
- Manages Campus Facility (-ies)
- Trains Student Leaders
- Supervises Paid Interns

Outreach/Inreach Interns

- Co-Plans Student Recruitment
- Co-Implements Student Recruitment
- Assists with Student Retention
- Assists with designated tasks
- Staffs house at designated times

VI. COLLECTIVE IMPACT RECOMMENDATIONS

1. Hillel plans and executes in isolation and always has, which is not unusual; but it is time for Hillel to welcome a *collective impact* initiative for the mutual benefit of Hillel and the community.
2. Hillel's Jewishly at-risk demographic is especially in need of such an initiative.
3. Unlike collaborations or partnerships, *collective impact* initiatives have a centralized infrastructure with dedicated staff that helps organizations shift from acting alone.
4. Hillel could lead this process by beginning small: eliciting and building interest, convening a group of like organizations, creating a steering committee, and providing a roadmap.

1. The metaphor we utilize in the *executive summary* places Hillel in the family of Jewish nonprofit organizations that serve young adults from their latter high school years to adulthood, and includes organizations on both sides of the bridge's abutment in the infographic we present.
 - Yet, in every way that matters, Hillel plans and executes its business in isolation – despite the partnerships and collaborations that have existed from time to time.
 - We offer no judgment on this isolation, as this is the norm. So long as the current rules govern nonprofit fundraising and programming, everybody will continue to play by these rules.
 - We also believe that the possibility exists that a courageous community could learn to play by a different set of rules, and that the resulting landscape could be far better for all.
 - Hillel could participate in – and prepare itself to lead when possible – the establishment of a *collective impact* initiative for organizations that serve the demographic to which Hillel belongs: Jewish nonprofit organizations that serve young adults from their latter high school years to adulthood.
2. If the Jewish community is serious about addressing this demographic – the demographic almost everyone agrees is the most Jewishly at-risk, the one for which positive intervention has the greatest potential for assuring Jewish continuity and neglect the greatest peril – then Hillel should get serious about stewarding this positive impact model.
3. Researchers at Stanford University's *Stanford Center on Philanthropy and Civil Society* assert that large-scale social change requires broad cross-sector coordination; yet the social sector remains focused on the isolated intervention of individual organizations.
 - Their researchers describe *collective impact* as an approach to social change based on the belief that no single organization or program can tackle or solve today's increasingly complex social issues.
 - The approach calls for multiple organizations to abandon their own agenda in favor of a common agenda, shared measurement and aligned goals. Unlike collaboration or partnership, *collective impact* initiatives have centralized infrastructure – known as a “backbone organization” – with dedicated staff whose role is to help participating organizations shift from acting alone to acting in concert.
4. Once Hillel has its own house a little more in order, Hillel could, with the assistance of funders and community leaders, help lead a *collective impact* effort to serve Jewish young adults, aged 16-30ish. Models from which we could learn exist among secular nonprofits. A coordinated community effort to help ensure the continuity of the Jewish identity for this demographic might be welcomed by all.
 - Hillel is uniquely positioned at the crux of this age group and can lead by example to bring concerned parties together to realize economies of scale, leverage one another's work, and build meaningful collaborations.
 - This process can start with Hillel convening a group with representatives from organizations currently serving this demographic. This group might then create a steering committee to assist Hillel's board (and other organizations' boards) in prioritizing outcomes, measurements, and processes to provide continuity of experience for participants as they move between organizations.
 - From this beginning, other organizations could participate in a similar process and, ultimately, create a true *collective impact* model to serve this demographic.

- A process that might eventually achieve success in such a coordinated effort would include a framework with five key elements:
 - ★ All participants have a common agenda for change including shared understandings of problems and a joint approach to solving them with agreed upon actions.
 - ★ Collecting data and measuring results consistently among all participants ensures shared measurement for alignment and accountability.
 - ★ A plan of action for the collective outlines mutually reinforcing activities for each participant.
 - ★ Open and continuous communication among the players to build trust.
 - ★ A backbone organization with staff and specific set of skills to serve the entire initiative and coordinate participating organizations and agencies.

VII. INFRASTRUCTURE: FINANCE RECOMMENDATIONS

Comprehensive Financial Planning (Budgeting and Resource Procurement) is perhaps Hillel's single most pressing challenge. Without sufficient funds and a mechanism for guaranteeing fiscal stability Hillel will find itself continuing in the boom-or-bust cycle it has experienced in its recent past.

Steps to returning Hillel to fiscal health include:

1. Conduct a zero-based budgeting exercise to determine a minimum annual expense budget.
 2. Examine strategic funding partnerships that provide annual income sufficient to meet expenses.
 3. Rebuild fundraising apparatus, with a formal development plan leaning heavily on a major gift campaign; building campus-based programs such as alumni associations and giving circles; and launching and staying the course with a comprehensive marketing campaign.
 4. Secure Angel Funding to implement a 3-5 year turnaround plan through individual funding partners; foundations; mega-donors; and Hillel's reserve funds utilized strategically.
1. A committee of the Board of Directors should engage in an exercise to determine a streamlined budget that enables Hillel to fulfill its mission and conduct its basic business – including the implementation of this plan. Then the group should add proposed structures, programs and services (with their commensurate expenses) to enable Hillel to reach its desired organizational capacity.
 - Conduct a zero-based budgeting exercise to help leadership determine a minimum annual expense budget that allows Hillel to fulfill its mission and serve the most Colorado Jewish college students in the best possible ways.
 - *Minimum* must include expense lines that enable Hillel to begin implementing this plan – especially those budget lines that are directly or indirectly important in building a revenue-generating model.
 - Add additional line items as possible, assuring that leadership knows the expense associated with each additional service, program or structure – and what each provides for Hillel in the short and long-term.
 - Involve board members, staff and student leaders; engage an outside facilitator if needed.
 2. Hillel should examine strategic funding partnerships, considering them if they include sufficient annual income to meet annual expenses.
 - In the past, Jco provided an annual allocation that provided Hillel with a significant portion of its annual budget; under Jco's new plan this guaranteed annual allocation may be eliminated soon.
 - Jco has asked Hillel to consider a strategic partnership whose specifics are not yet determined. If that model involves funding, Hillel should listen and consider its options carefully.
 3. In any case, Hillel must immediately begin rebuilding its fundraising apparatus.
 - With a formal development plan leaning heavily on:
 - ★ A major gift campaign that engages lapsed donors and identifies potential new donors.
 - ★ Campus-based programs such as alumni associations and giving circles.
 - By developing, implementing, and staying the course with a comprehensive marketing campaign that demonstrates success. (See IX: Infrastructure: Planning Recommendations, below.)
 - Hillel must strike a balance between the conflicting needs of spending to build the infrastructure necessary to generate sustaining revenue, and maintaining critical reserves.
 4. In order to bridge the gap between current income and expenses, Hillel needs to enlist the assistance of funding partners, angels, to endorse Hillel and its strategic plan financially for a period of time.
 - Secure Angel Funding necessary to implement this turnaround plan.
 - Funders' 3-5 year commitments would diminish annually as the plan succeeds and other fundraising revenues increase; eventually, Angel Funding would not be needed, as annual campaigns bring sufficient revenues into Hillel (see *Proposed Fund Development Plan*, pages 36-38, below).
 - Sources of Angel Funding would include a combination of strategic funding partners: foundations that fund capacity building; donors with significant capacity who care about Hillel and believe in this plan; and Hillel's reserve funds, allocated strategically.

Proposed Fund Development Plan for Hillel

Any plan to bring Hillel to sustained fiscal health hinges on generating sufficient income to meet expenses. A first step in building that plan is determining the minimal expense budget that will sustain Hillel in fulfilling its mission while enabling Hillel to build an infrastructure to raise needed funds. Below is a model that might serve Hillel well, one that begins with a basic exercise to determine expenses levels and containing sequential and multiple fundraising campaigns that can be built in stages as determined by board and executive director leadership during the initial planning process. We encourage leadership to examine, modify, and use this plan as the framework for beginning its move toward fiscal sustainability as an organization.

Building and implementing a plan that works takes courage, faith, discipline, clarity, willingness...and persistence to stay the course.

Success for Hillel will hinge on the organization's ability to succeed in implementing its mission; in marketing that success through anecdotes, metrics and advocacy; electing the correct mix of immediate-success campaigns and ones with the potential for higher income over the long-term; and the will and skills of Hillel leadership to implement and fund its development plan, sticking with it over a sustained period of time.

We caution board members that even though this fund development plan is logical, straightforward and fairly simple, it is not easy. Building and implementing a plan that works takes a combination of traits such as faith, discipline, clarity, willingness, and – after all that – the persistence to stay the course when things are not happening as quickly or as successfully as members hoped they would.

Expenses

Hillel would be served to begin by constructing an annual expense budget comprised of core critical services, programs and structures: this board-approved core budget would:

- Be stable and control expenses – so it could be marketed successfully to potential angel donors;
- Be sufficient to allow Hillel to fulfill its mission that includes serving the most Colorado Jewish college students in the best possible ways.
- Include adequate funding for Hillel to construct and successfully implement its revenue-generating plan.

We recommend that the core budget be constructed on a zero-base model: that is, beginning with no assumptions other than those listed above.

Income

The annual income budget must be sufficient to fund the core budget and those added budget items deemed necessary to ensure sufficient income for Hillel. Generally speaking, nonprofit income comes from these sources – plans for sustaining and increasing each of which requires investing in a strong and strategic advocacy/marketing plan. For each potential income source we have included our deductions as to their efficacy for Hillel:

A major gift campaign, well constructed for the long term, is probably the single most important device for ensuring Hillel's future.

- **Earned Income:** monies collected through normal business activities:
 - ★ **Sale of Items:** this is never expected to be a significant source of income for Hillel under its current or any reasonable future business plan;
 - ★ **Rental Income:** this has supplemented Hillel's income in an important way and could be more robust within the recommended business plan. For example, the rental properties in Ft. Collins produce as much revenue as they can, while Denver's Hillel building is vastly underutilized as a meeting and event space for the Jewish community and for the university community; and
 - ★ **Endowment Income:** Were donors encouraged to provide true endowments for specific programs or positions (e.g. Israel education, or the Boulder campus director "chair") that would alleviate stresses on annual budget. This "university" funding model could play a much larger role in Hillel's fiscal health down the road. Hillel does now possess a large unrestricted reserve fund, which Hillel refers to as an endowment; but how Hillel uses the interest income and when Hillel invades corpus are not policy-driven, but rather based on fiscal need, so the reserve fund is not a true endowment. Hillel needs to create policies governing the use of endowments and/or reserve fund while it endeavors to increase and build both when the time is right.
- **Fund Development Income:**
 - ★ **Major Gift Campaign:** A major gift campaign, well constructed for the long term, is probably the single most important device for ensuring Hillel's future. Planned and continued strategic implementation is a must – including a plan to identify donors and steward them individually and carefully over time. This must be a central part of any future income plan, and takes two forms:
 - Short-term, Hillel must engage lapsed donors, and identify and steward potential new donors easily identified by leadership – both for annual gifts, and for possible participation (by a few, at least) as angel funders (income necessary to bridge the income/expense gap and implement Hillel's turnaround plan.
 - Long-term, donors must be brought close to Hillel and kept there through proper stewardship, understanding of their priorities, and by demonstrating success and mission-fulfillment, not simply need. Their involvement as annual major gift donors also dramatically increases the likelihood they will consider Hillel for legacy gifts and bequests, important for Hillel's fiscal health down the road. Major gifts may be annual cash gifts; gifts of stock or real estate (for which a clear board policy must be in place); or gifts from family foundations or trusts. Hillel needs to publicize each, and assure it has the means to accept all. (See below for a discussion of endowments and bequests.)
 - ★ **Other Campaigns:** these also must be part of any future income plan, and while their primary and most immediate importance is income, their usefulness as a tool for Hillel's exposure to the community is critical and enhances chances for fundraising success, as well; they may include:
 - **Events:** Hillel has relied heavily on these with diminishing economic impact, yet they may be useful to continue and even increase as a means for showcasing the importance of Hillel, its students, and its success. However, Hillel leadership must be very careful to make sure that it understands the volunteer and staff time necessary for each event, has quantified and justified the ROI for each event before deciding to proceed. In any case, we recommend no more than two annual events, including an event attached to an annual meeting.
 - **Campus-Based Campaigns:** There is vast potential for Hillel in these three campus-based campaigns, as all three should eventually produce revenue at each of Hillel's three campuses. Over time, all nine can be worthwhile, some even lucrative, if they are implemented properly.
 - ◆ **Alumni Campaigns:** Every Hillel funding discussion for decades has included alumni as a potential source of income, but no plans have been implemented to engage, steward and maximize alumni support for Hillel. That must change, with commensurate investment of resources and patience to grow fruit.
 - ◆ **Community Campaigns** in each Hillel Community: while Denver, in the past, has donated its fair share, it no longer does, and Denver giving must be restored to its former state. Meanwhile, Hillel has never successfully engaged donors in the Ft. Collins or Boulder communities, and that must happen: as with alumni campaigns, investment and patience are the keys, although return on these campaigns outside of Denver will be less than alumni campaigns.

- ◆ **Giving Circles:** for parents of current Hillel students will bring supporters into the fold, albeit at small levels for many families struggling with college tuitions among other expenses at this stage of their lives. Getting parents engaged and keeping them engaged now and after their children graduate will do wonders for Hillel's stability. Meanwhile, some will have the capacity to give more, even now, with many parent donors converted to sustaining and major givers when their children graduate.
 - ❖ For all campus-based campaigns, Hillel must engage fundraising techniques that resonate with donors, and one of the most important is connecting donors with specific opportunities that are close to their home and heart – such as campus-based opportunities. Some donors will resonate with opportunities that support the success of their favorite Hillel campus or project on that campus. Certainly funds donated beyond those required to sustain their Hillel branch can fund special additional programs and services benefiting their chosen campus.
 - ❖ We strongly recommend building alumni associations slowly and steadily at all three campuses; constructing giving societies for current parents of Hillel students; and nurturing community supporters in Boulder and Ft. Collins with an eye toward creating lifelong Hillel donors and advocates.
 - ❖ Students are natural fundraisers, and as long as they are not exploited should be involved in appropriate ways in campus-based fundraising. For some, it comes naturally, and others will be interested in learning this skill set for the future.
 - ❖ While the organization as a whole is responsible for funding its constituent parts (the only exception are luxury line items – see above), campus-based campaigns will entice donors to be far more generous.
 - ❖ Campus directors' must help with the task of building these alumni associations, giving societies, and community campaigns – as campus they have the most visibility in each of their constituent communities, and are situated well for the purpose of raising awareness and raising funds. But they should not be individually responsible for that success, which is a responsibility and function of the whole.
 - ❖ Hillel HQ must support the campus directors with the tools necessary to succeed over the long run, including training, mentorship, coaching, collateral and systems.
- **Outreach Campaigns:**
 - ◆ **An Annual Mail Campaign** should be continued, most likely at year-end, and automated to necessitate minimal resources;
 - ◆ **An Online Campaign** should be reinstated, again automated with systems that require the least staff time possible;
 - ◆ **Segmented campaigns** for different demographics should be considered, and when undertaken, should be evaluated to assure their ongoing relevance and investment-of-time worthiness.
- **Endowment and Bequest Income:** Hillel began work in this arena (along with other Jewish nonprofits locally) with the assistance of Rose Community Foundation's Endowment Challenge, and continued with programs spearheaded by Rose Community Foundation and the Allied Jewish Federation to secure bequests. Hillel would be advised to revive and enhance these efforts, making endowment and bequest giving part of the fundraising culture. Approaching grandparents of Hillel students and graduates is a strategy and an opportunity that cannot wait.
- **Grant Income** – grants are important for nonprofits, and Hillel must continue to look at this source of income. Rose Community Foundation has been a strong partner for Hillel by providing capacity-building grants (the latest funded this planning process) designed to help the organization create and sustain its important work, and recently Hillel International provided access to funds that placed a full-time staff member on the Boulder campus to recruit for college Israel trips. Hillel must be on the lookout for partnerships of this type, positioning itself to be worthy when the time arises. That said, Hillel, like all nonprofits must be cautious, accepting grants only if:
 - ★ The grant fits into Hillel's mission and strategic plan, and is timely;
 - ★ Should the grant fund an activity that becomes an embedded Hillel capacity the organization is prepared, committed and able to shoulder funding the grant's activity when the grant expires.

VIII. INFRASTRUCTURE: LEADERSHIP RECOMMENDATIONS

Excellent professional and volunteer leaders are critical for any organization's success, and that is true, of course, for Hillel. Nonprofits have a vastly better chance of succeeding when the chief executive and the Board of Directors work well together. Steps to strong organizational leadership include:

1. Engage an interim executive director with nonprofit management experience and leadership skills who will assist the Board of Directors in setting strategic priorities based on decisions reached from the planning process. The board needs to:
 - Develop and implement work plans for each strategic area.
 - Implement staff training, coaching, mentorship, and evaluation programs.
 - Then hire a permanent Executive Director who leads in partnership with the board.
2. Renew the board's commitment to its prime functions of building and overseeing the budget, hiring and evaluating the executive and assuring compliance and adequate funding.
 - Create job descriptions for the board as a whole and for each board member.
 - Determine if this board is a good fit for each member, and if so assign tasks.
 - Assesses needs, and strategically recruit new board members for Hillel.
 - Assure training and mentoring is in place to enable board members to succeed.
 - Plan turnover and leadership succession, and build a board that is *the place to be*.

1. Engage an interim executive director with significant nonprofit management and leadership experience who will assist the board in endorsing clear, enumerated strategic priorities based on decisions reached from this planning process.
 - Along with board members, develop and implement comprehensive work plans for each strategic area Hillel must address.
 - Implement training, coaching, mentorship, and evaluation programs for all staff to assure ongoing excellence and continual rejuvenation.
 - Eventually engage a permanent executive director: a leader that both follows and leads in full partnership with the Board of Directors.

Additional executive director notes: Finding executive leadership for an organization in transition, such as Hillel, is challenging. Hillel International acknowledges that the CEO pipeline for Hillels across the country is extremely weak, as well. For these and other reasons, we recommend that Hillel engage an interim executive director at this point, one whose primary responsibilities would be to address the four challenges presented in this report; provide mentorship for existing and new Hillel staff; and partner with the board in implementing a turnaround plan.

- ★ The first responsibility of the interim executive director would be to assist the board in endorsing clear, enumerated strategic priorities based on decisions the board has reached as a result of this planning process.
- ★ Next, the executive director – with appropriate board leaders for each area – should be tasked with developing comprehensive work plans for each area the organization needs to address.
- ★ Ongoing staff training, mentorship and evaluation is essential at every level to assure excellence and rejuvenation; some coaching is critical, and a regular coaching program is important as well, as resources allow.
- ★ Eventually Hillel will be in a far better position to hire a permanent executive director: an individual who helps build and lead Hillel in full partnership with the board.

2. Renew the board's commitment to its board functions of (a) supervising the budget, (b) hiring and evaluating the executive director and (c) assuring all levels of compliance, and (d) advocating for Hillel.
 - Examine the success of Hillel's previous "business board," no longer in existence, and determine what role – if any – such a board could fill in Hillel's future.
 - Create a document that describes the responsibility of the board as a whole, and include what is expected of individual board members.
 - Determine with each current board member if this board is a good fit, and if so develop with each a job description for the position held with a specific set of tasks agreed-upon for that member.
 - Assess what the organization needs at this juncture from its board, and carefully and strategically recruit new board members until the board size is optimal (12-18 members) for the new organization; for each member, proceed with job description and tasks.
 - Build a Board of Directors judiciously, with the goals of excellence and stability, a solid leadership succession program, and planned turnover.
 - ★ Hillel needs board members who have or wish to develop fundraising skills, and are eager to advocate for Hillel throughout the community.
 - ★ Hillel must invest the time and resources necessary to enlist buy in among the board for the new organizational priorities and for the strategic plan: board members are the most important advocates for Hillel in the community.
 - ★ Board of Director training is essential to assure excellence and cohesion for the board; Hillel must assure it plans for sufficient training and/or mentoring to support board members properly.
 - ★ Hillel's Bylaws should be reviewed and revised if necessary to ensure that they provide Hillel with the structure it needs now; for example, term limits should be examined to determine if they serve or do not serve Hillel now, and a structure that enables Hillel's participation in – or leadership toward – a future *collective impact* model should be explored.
 - Set a goal so that board members will say: "it is an honor to serve Hillel; this board is *the place to be*."

Additional Board of Director notes: Hillel's board must perform the governance function required of nonprofit boards of creating and supervising the budget; hiring, guiding and evaluating the executive director; assuring complete compliance on all levels and spheres; and assuring that Hillel has adequate funding. However, when it comes to fundraising – necessary for nonprofit survival – few nonprofits have "power" boards comprised of individuals who bring passion, time and talent to the cause, and also invest significant personal wealth in the organization while possessing the ability and willingness to raise additional funds through their community relationships. For this reason fund development must be the responsibility of the board as a whole in partnership with the executive director.

IX. INFRASTRUCTURE: PLANNING RECOMMENDATIONS

1. Institutionalize the planning process so it is continual and invigorating to all.
 2. Initially: assure that leaders digest this report's recommendations and its underlying research; meet in retreats to discuss all issues and formalize strategic directions; and build a work plan that includes the resources necessary to implement the board's vision, goals, and strategies.
 3. Ongoing: assure that leaders continually examine the strategic plan to measure success and reprioritize goals; hold an annual retreat to assure buy-in and examine internal and external environmental changes; adopt new directions and work plans; and stay the course toward enhanced sustainability and fiscal health.
 4. Develop a marketing campaign built on Hillel's strong brand and good name recognition.
1. Strategic thinking and planning is critical for all businesses, be they for-profit or nonprofit. Good businesses commit to institutionalizing an ongoing strategic planning process, making that level of thinking and planning normal for the business, and allocating the tools and resources necessary to implement this plan and continually revise it year in and year out.
 2. Initially, Hillel needs to assure that:
 - Board and staff leaders carefully read this report's recommendations and its underlying research.
 - A Board of Directors retreat is held to discuss the plan in depth – with a special focus on the parts that board members found most important, distressing or interesting – and to formalize the board's strategic directions.
 - A comprehensive work plan is written and adopted by the board; it must include the resources necessary to implement it successfully.
 3. Ongoing, Hillel needs to assure that:
 - Board and staff leaders assure that a strategic planning committee (or the board as whole) is tasked with examining the plan continually (quarterly at first, and eventually annually) to measure organizational success, and to reprioritize goals for implementation.
 - At least annually a board retreat is held to assure a relaxed environment for evaluation, examination, and broad input; time to assess and examine internal and external environmental changes; and space to adopt new directions and work plans.
 - Leaders stay the course to assure Hillel is meeting all of its goals and generating sufficient income to enable Hillel to make strategic decisions from a position of fiscal health.
 4. Members of the Colorado Jewish community have heard little from or about Hillel in recent years, and that is true both for those who knew Hillel well and for those less familiar with its work. Still, Hillel's reputation is solid, and many advocates know that Hillel's work is important for Jewish continuity. A vigorous, carefully-developed and adequately-funded comprehensive marketing plan must:
 - Present a clear and consistent message using various media and demonstrating that:
 - ★ Hillel is not lifestyle enhancement for the affluent: it is Jewish continuity, ensuring the future.
 - ★ Hillel students lead the programming effort supported by talented staff.
 - For parents, potential donors and community advocates:
 - ★ Tell the story well, utilize narrative and metrics, justify requested funding amounts, and reach supporters appropriately through a variety of print, mail, and social media.
 - ★ Be comprehensive and continual, with sufficient budgeted resources to create, implement, revise and update as needed.
 - ★ Provide advocates and donors a reason to partner with Hillel to ensure Jewish continuity.
 - For Hillel:
 - ★ Each campus is strong and vibrant, and student leadership is seamlessly transferred to new students so that Hillel functions well and there is always institutional memory.
 - ★ Hillel's clear mission and purpose allows students on each campus the latitude to take healthy risks, program effectively, and meet their local needs.
 - ★ Hillel promotes and ensures the future of the Jewish people culturally, academically, socially, and spiritually.

X. INFRASTRUCTURE: EVALUATION RECOMMENDATIONS

Ongoing Evaluation is an essential activity of high-functioning nonprofits. Done well, it provides the organization with the data it needs to conduct its business and serve its cause and its clients more effectively. Steps to strong evaluation deeply integrated into Hillel's structures are:

1. Ensure that strong evaluation is embedded into Hillel's administrative and programmatic structures, with sufficient resources to begin and maintain a comprehensive evaluation plan.
 2. Understand that program evaluation serves dual purposes: providing staff a tool to build the best possible programs while giving them measurement tools to grow; and demonstrating Hillel's successes, progress, and return on investment to donors, advocates and partners.
 3. Recognize that creating and evaluating systems, policies, protocols, and procedures – holding every aspect of Hillel's business up to scrutiny – is a prerequisite to attracting donors from the business community, achieving sustained funding, and even attracting and retaining good staff.
 4. Create a robust "Theory of Change" to articulate outcomes and methods to achieve them.
1. Hillel must task a small committee (including at least one staff member) with creating a plan that gradually embeds evaluation into every Hillel structure – administrative and programmatic. The plan must include an agreed-upon deadline for presenting it to the board, and include human and financial resources needed to implement and sustain it.
 2. For programs, Hillel staff and board should:
 - Understand that program evaluation serves the dual purpose of:
 - ★ Giving staff meaningful measurement tools to grow as leaders, and providing board and staff a vital tool to build the best possible programs for students.
 - ★ Demonstrating Hillel's successes, progress, and return on investment to current donors, potential advocates and partners.
 - Implement program evaluation now and prepare for next year:
 - ★ In consultation with Hillel International, staff should immediately implement rudimentary evaluation protocols for fall 2015, assuring that data gathering is robust and accurate.
 - ★ Utilize contacts established in this process with Hillel International's planning department to ensure excellence and standardization across campuses in data gathering techniques.
 - ★ Pave the way so that Hillel will be selected for the next cohort of the Hillel International Evaluation Pilot for fall, 2016.
 3. For Hillel's systems, policies, protocols, and procedures, Hillel staff and board should:
 - Understand that Hillel benefits when all aspects of its operation are held up to scrutiny.
 - Assure that the Evaluation Committee has the time and space it needs to answer for every system, policy, protocol, and procedure:
 - ★ Who does this affect?
 - ★ Who participates in implementing it?
 - ★ Who is the primary owner?
 - ★ Who has prime responsibility to assure it works?
 - ★ How often and in what form should Hillel evaluate the system, policy, protocol, and procedure's effectiveness?
 - Create and update documents (such as "board books" for resolutions; "desk manuals" for every staff position; and "policy books" for every system, policy, protocol, and procedure – especially since memory is short and personnel changes occur.

4. Create a robust “Theory of Change” to articulate outcomes and the methods to achieve them.
 - Work with specialized consultants to develop an *outcomes statement*: what does Hillel hope to realize for its students – and specifically how is Hillel going to achieve that end.
 - A good theory of change for Hillel will address:
 - ★ *Who* is Hillel seeking to influence or benefit (target population)?
 - ★ *What* benefits is Hillel seeking to achieve (results)?
 - ★ *When* will Hillel achieve them (time period)?
 - ★ *How* will Hillel make this happen (activities, strategies, resources, etc.)?
 - ★ *Where* and under what circumstances will Hillel do its work (context)?
 - ★ *Why* does Hillel believe its change theory will bear fruit (assumptions)?
 - The specialized consultants should be able to demonstrate Hillel’s theory of change concisely through an illustrated graphic that depicts the interrelation of the groups involved in Hillel’s theory of change and the factors necessary to create the change Hillel hopes to achieve.

Final Thoughts:

- On behalf of Hillel of Colorado, thank you for your interest in this report: a summary of the state of Hillel as of August 2015/Elul 5775, and a plan for Hillel’s trajectory toward its best possible future. Sea Change Consulting is responsible for all content; please contact us with any questions, comments, or for clarification.
- To obtain a hard copy of this report, *Part I: Overview* and *Part II: Findings and Recommendations* (or additional copies), or to download electronic copies of this report or *Part III: Appendices* contact:



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