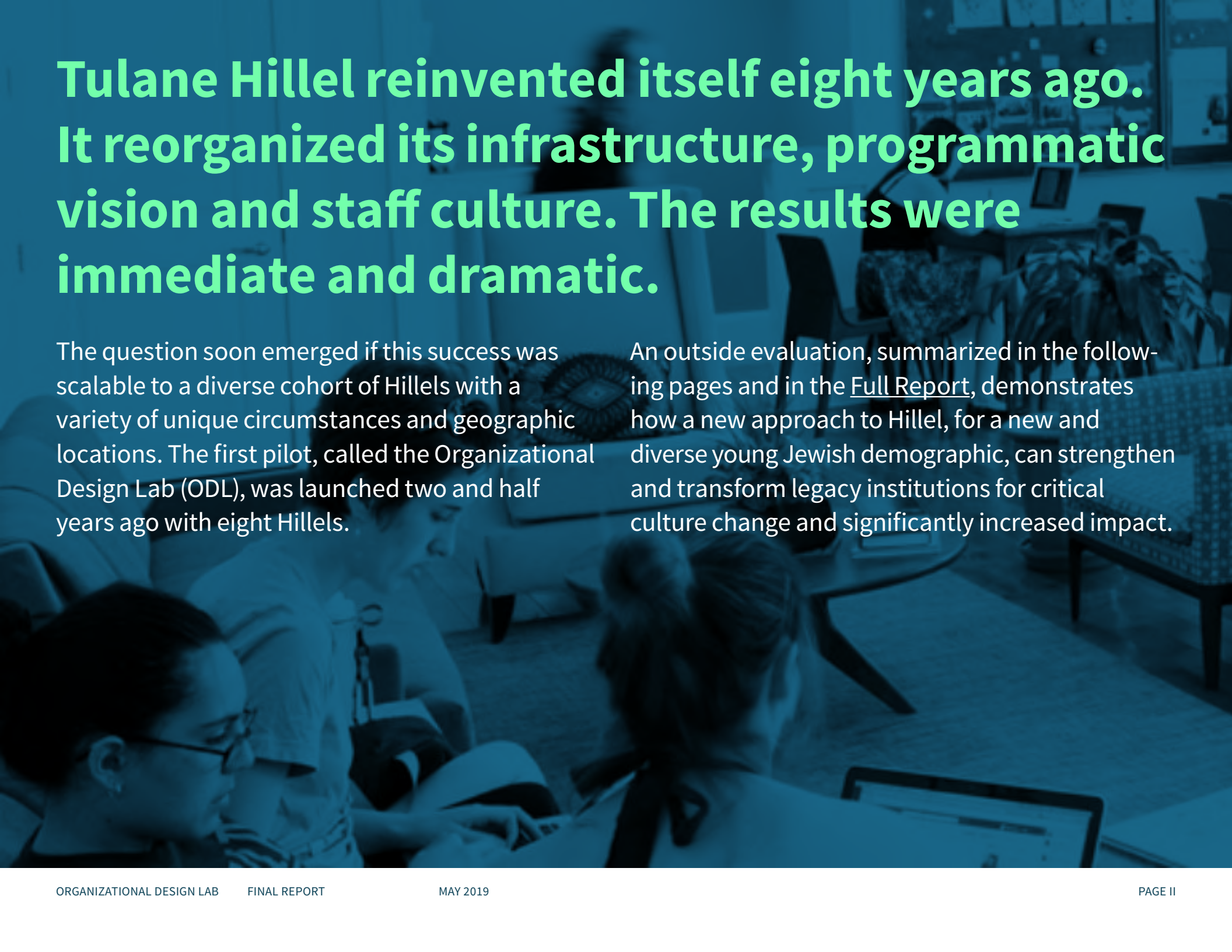

REDESIGNING HILLEL

**Summary of a Two-Year
Pilot Program to Transform
Culture and Increase
Organizational Impact**

A PARTNERSHIP OF
HILLEL U. &
TULANE HILLEL

PUBLISHED MAY 2019



Tulane Hillel reinvented itself eight years ago. It reorganized its infrastructure, programmatic vision and staff culture. The results were immediate and dramatic.

The question soon emerged if this success was scalable to a diverse cohort of Hillels with a variety of unique circumstances and geographic locations. The first pilot, called the Organizational Design Lab (ODL), was launched two and half years ago with eight Hillels.

An outside evaluation, summarized in the following pages and in the [Full Report](#), demonstrates how a new approach to Hillel, for a new and diverse young Jewish demographic, can strengthen and transform legacy institutions for critical culture change and significantly increased impact.

IMPACT OF PILOT PROGRAM

BREADTH

41^{0%}

Median increase
in number of
students engaged
at least once

DEPTH

127^{0%}

Median increase
in number of
students engaged
six or more times

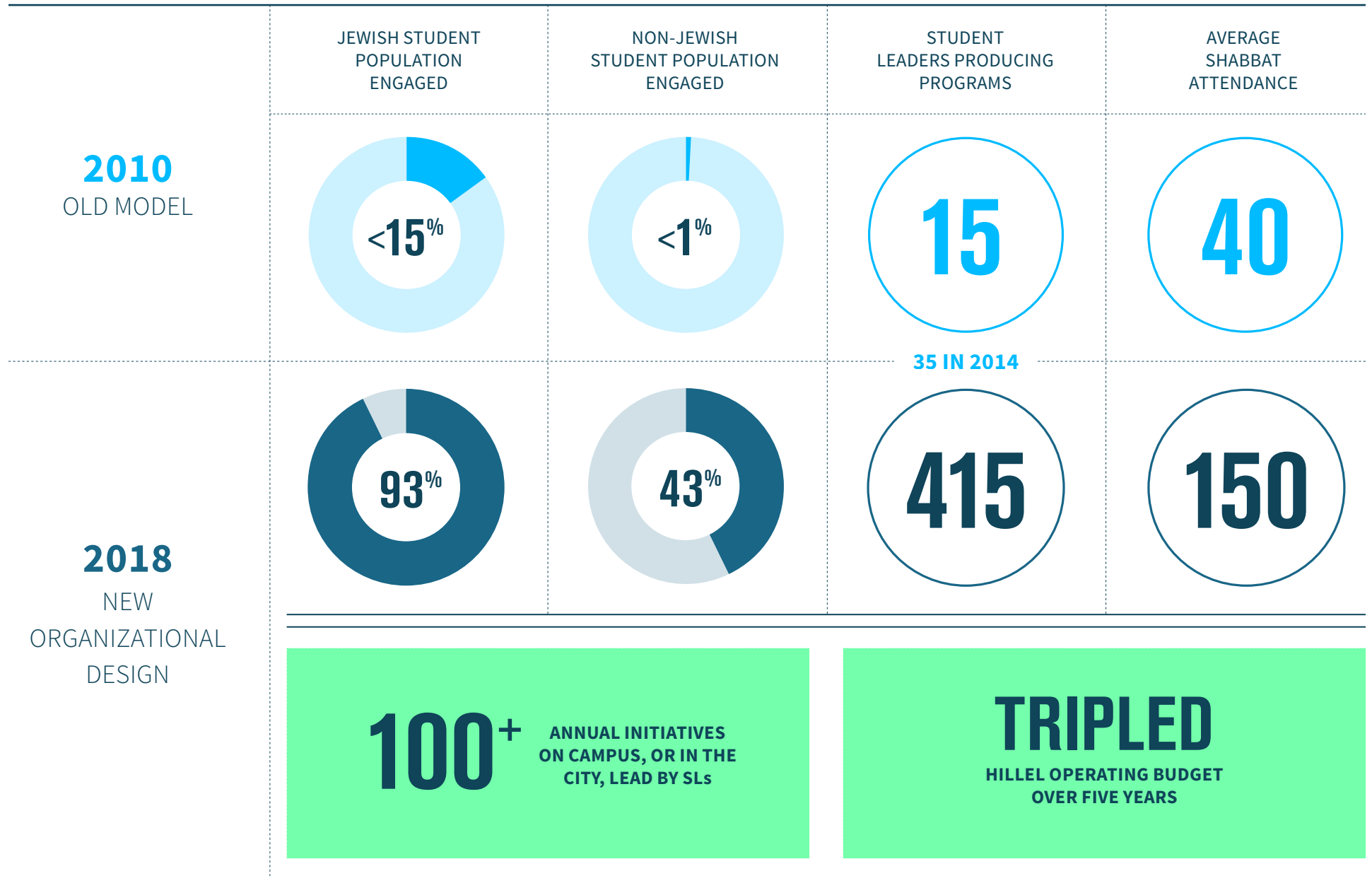
DIVERSITY

“We’ve seen a culture change. We are reaching people who didn’t think they belonged here.”

Hillels significantly enhanced the diversity of students engaged and those taking leadership positions.

“I have a Hillel that had been declining for years, so I had low expectations. I learned through our outcomes and growth to never minimize what’s possible. I continue to be amazed by what we can achieve.”

TULANE HILLEL'S TRANSFORMATION



SCALING NATIONALLY

EIGHT HILLELS*



Stanford University



UC San Diego



FIVE-PHASE PROCESS

DISCOVERY



SYNTHESIS



IDEATION



PROTOTYPING



ITERATION

PROGRAM HIGHLIGHTS

- » Immersed in applied “user-centric” methodologies
- » Broad and diverse, student aligned strategic priorities
- » Rigorous process and focus on institution priorities, organizational decisions, professional practice and commitment to student aligned understandings and preferences.
- » Principles and values of Design Thinking applied methodically and systemically
- » Highly adaptive and flexible process to respond to unique circumstances and opportunities

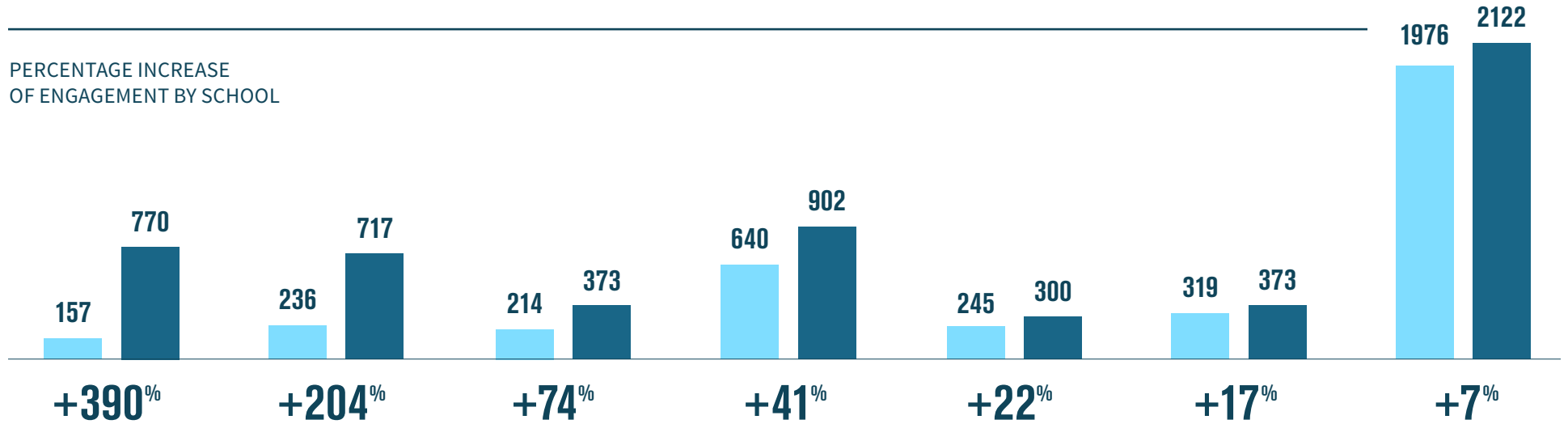
PROCESS TOUCHPOINTS

- » Bi-annual cohort gatherings
- » Site visits
- » Monthly video discussions/content sharing
- » Bi-weekly video calls
- » Coaching & consultations
- » 12+ customizable tools & working templates
- » Ongoing Cohort collaborations

*PARTICIPATING HILLELS VARIED BY WELL-ESTABLISHED AND LESS-ESTABLISHED, PUBLIC AND PRIVATE, LARGE AND SMALL STAFF, LARGE AND SMALL JEWISH CAMPUS POPULATION, COMMUTER AND RESIDENTIAL, LARGE AND SMALL BUDGETS.

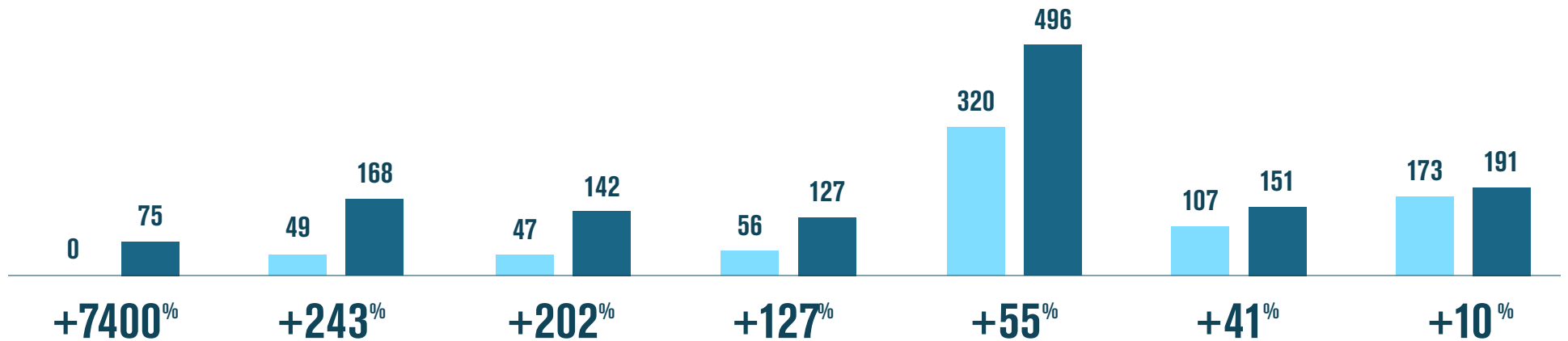
STUDENT ENGAGEMENT OUTCOMES

PERCENTAGE INCREASE
OF ENGAGEMENT BY SCHOOL



PERCENTAGE INCREASE OF
ENGAGEMENT SIX OR MORE TIMES

● 2015-16 ● 2017-18



DATA WAS COLLECTED FROM SEVEN OF THE EIGHT HILLELS IN THE ODL PROGRAM

STUDENT DIVERSITY OUTCOME

“Students who experienced themselves on the outside or fringe of Jewish life now felt a sense of belonging.”

As a result of their participation, Hillels were newly positioned to serve a much broader array of students and expand their reach across campus. The organizations were now able to be responsive to a wider range of diverse student interests, identities and perspectives.

For some Hillels, the change of access and broad organizational relevance was dramatic. Increasing diversity brought vibrant energy that revitalized Jewish life on their campus. This included greater number of Jews of color, Israelis, Persians, non-Jews, gender non-binary students and those in Greek life.

STAFF IMPACT

Hillel staff dismantled long-held assumptions, adopted new user-centered and growth mindsets, increased professional empowerment, increased performance and improved attitudes and perceptions towards Hillel and working in the Jewish world.

“We let go of the ‘should’ model of student engagement. Our job is not about telling people what they should be doing. ...It’s that they feel welcomed and empowered and that transforms how they relate to community.”

- » INCREASED ENGAGEMENT & INVESTMENT
- » HIGHER JOB SATISFACTION
- » ENHANCED PERFORMANCE
- » NEW MINDSET & GROWTH OUTLOOK

“In my career so far, I’m most proud of the work I did for the past two years. It re-energized and inspired me.”

“It changed the way I approach my work at Hillel. I felt like all my training was about getting people to come to things... (as a result of this process) my relationships were a lot more meaningful with students. I started to see myself as more of a mentor than a personal shlepper.”

ORGANIZATIONAL IMPACT

Organizational impact was increased in participants' communities by forging new strategic partnerships, becoming more influential on campus, receiving recognition for their innovations and increasing their ability to raise additional funding.

- » IMPROVED COMMUNITY IMPACT
- » BROUGHT NEW VALUE TO ORGANIZATION
- » CREATED NEW OPPORTUNITIES & ACCESS

“We were practicing inclusivity, which led to different connections and more relationships and we won a Student Government Association award for collaboration.”

“[Our Hillel] changed dramatically. You wouldn't recognize it. The foot traffic in the building used to be five student regulars. Now it's the same 30-70 people.”

“People on campus were interested and they saw our clear vision. It elevated us and the way people thought about what we were doing. Now we're seen as a leader in terms of what student groups can accomplish.”

NEXT STEPS

3

EXPLORE

Identify applications for other institutional challenges inside and outside of Jewish communal space.

2

EXPAND

Design and implement key processes/methodologies to benefit larger Hillel field.

1

ITERATE

Continue Cohort work to increase field-wide impact and value creation for national Hillel ecosystem.

CORE TEAM



YONAH SCHILLER
FOUNDER AND
CHIEF PROJECT ADVISOR

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Yonah is the Executive Director of Tulane Hillel. He provided the vision and overall supervision for the ODL pilot through ongoing strategic consultation, site visits, cohort trainings, and thought partnerships with all Hillel participants.



CHARLIE BUCKHOLTZ
DIRECTOR

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Charlie is a rabbi, author, educator, and leader, with over 15 years of Jewish community-building experience. Charlie worked directly with each local Hillel, leading all day-to-day operations, as well as maintaining cohort-wide ongoing support, counsel and training.