

HILLEL COUNCIL AT UCLA
Jewish Student Life Strategic Plan
June 21, 2002

Target Populations

1. Greeks
2. Residential life
3. Students interested in Israel/birthright/birthright returnees
4. Arts students
5. Field of interest/pre-professional
6. Athletics
7. GAP: Graduate students And Young Professionals
8. Students interested in gender issues
9. Reform/liberal/secular students/spirituality
10. Orthodox students

Program Areas

1. Academic/career
2. Spirituality/religion
3. Social and relaxation
4. Arts and culture
5. Israel
6. Tzedek/social justice
7. Learning
8. Community ties/Speaking Engagements
9. Leadership development
10. Fitness/athletics/wellness

Our Mission:

- To be a vibrant, pluralistic Jewish campus presence involving the maximum number of students in ways that foster a lasting commitment to Jewish life
 - **Goals:**
 1. To reach out to a diverse Jewish student population, creatively engaging and empowering Jewish students through personal interactions and compelling programming
 2. To foster a strong sense of belonging and Jewish identity and to nurture intellectual and spiritual growth
 3. To address a broad range of student needs including religious, cultural, social, academic and community service and to encourage students to explore and grow Jewishly
 4. To encourage Israel literacy
 5. To build a warm and welcoming community for all Jewish students throughout the UCLA Jewish community, both on-campus and at our new facility
 6. To support students in becoming leaders in all facets of their lives

Overview of our strengths and challenges

Jewish students at UCLA come from diverse backgrounds and are engaged by Judaism in a variety of ways. Hillel is committed to creatively engaging them through personal interactions and compelling programs. Each student feels a connection with their Jewish identity in a distinct way, some through our history, food, music, or ethics, and others through prayer, social life, or language. UCLA Hillel aims to touch students on all of these levels, celebrating and respecting diverse avenues within Judaism.

UCLA Hillel's strength lies in its strong empowerment group. These are students who not only attend programs, but who take the initiative in creating on and off campus events, feel ownership over Hillel, and are deeply invested in its future. Our challenge lies in reaching out to more diverse populations on campus, creating a more vibrant and eclectic campus community. We must engage the significant Jewish student population at UCLA by creating an engagement atmosphere. Students will connect with Judaism when it is discovered to be integral and relevant to their passions and interests. We will reach students through their particular niche on campus, whether that be the Greek system, athletics, the arts, their chosen field, or activism. Whether students' Jewish backgrounds are minimal or strong, their educational, dietary, social and spiritual needs will be met at Hillel. In order to accomplish all of these goals, the Hillel staff and board will be creative in reaching out to organizations on campus so that our programming is partnered with other groups. Our student board must see itself as part of this process, identifying and meeting the needs of specific target groups on campus.

Hillel nurtures intellectual and spiritual growth in a pluralistic student community by providing opportunities for students to explore their ideas in a stimulating, vibrant, social atmosphere, open to the complexities of Jewish thought. With such a diverse staff, we have the opportunity to model a respectful interchange between the religious denominations and the varieties of Jewish life. As Hillel professionals, we must deepen our own lives Jewishly and lead students to a deeper, more meaningful connection to Judaism that will enrich their lives.

We are currently a community in need of a physical center. We envision our new building as a central meeting place on campus for hundreds of students each week to celebrate, study, pray, play, and socialize. Since UCLA is a highly competitive social atmosphere, this facility must be a comfortable and inviting place. UCLA students, faculty and the larger community will recognize Hillel as the Jewish Center on campus. We are aware of both the positive and negative implications of this new physical structure. We must not allow our attention to be so fixated on this site that we convince ourselves that at last, engagement students will enter Hillel. The same stigma, fears, disinterest and apprehension will still exist for the majority of UCLA's Jewish student body. We must continue to think creatively about partnering, holding events on campus, focusing on residential life, and other engagement techniques aimed at meeting students "where they are".

All of these issues will be addressed in an annual strategic plan, which revisits our vision, identifies potential target groups and formulates a methodology towards reaching our goals.

III. Program

A: Planning and Evaluation Recommendation

1. Identify target areas for programming and establish a formal planning for the year.
2. Use the Toolbox to develop strong, creative programs in all areas.
3. Include JCSCs in discussion of target areas and encourage them to take the lead in areas of interest.
4. Establish an evaluation process for programming...and provide student leadership with a tool to evaluate their programs.

Where we are:

- Beginning last fall, UCLA Hillel created a system of internal supervision. The program staff meets weekly with the Associate Director of Jewish Student Life. Each staff person also meets independently for supervision. Target groups are divided amongst this group according to need and individual interests. Throughout the year, these priorities are modified to suit the changing needs of the campus and the staff person. In hiring our JCSCs for next year, we had specific target groups in mind and sought applicants with those interests. Our top priorities in hiring were Greek, Arts and Culture, and Residence Halls/First Years, and we found two excellent JCSCs with those interests and skills.
- We have implemented an evaluation system in order to improve our programs, spend money on advertising more effectively, and better meet student needs. At the end of each program, staff and student board members are required to submit evaluations of their events. So far, this system is working very well, with about 90% of programs evaluated. We are in the process of developing a system by which student leaders and staff can poll students after events by bringing a simple form that can be completed in just a couple of minutes.
- The Toolbox methodology is being used and taught to both the staff and student board. The Toolbox has created a language of outcome-based thinking and strategic planning that has improved our quality of programming. Up until this point, however, we have relied on Hillel conferences to train our staff in Toolbox methodology and other programming strategies. We are now developing an orientation program for this coming August that will train staff internally as well.

Goals:

- To create a comprehensive strategic plan, including short term and long range goals, during the summer of 2002.

- To continuously improve our new evaluation system to make it simple, doable, and effective. Staff and students will be able to access the forms online for easier use by the fall of 2002.
- To use the Toolbox methodology in training our staff during our August 2002 orientation week and throughout their tenure at UCLA.
- To have 100% staff and student participation in the evaluation of each program by the end of fall quarter.

B: Program Diversity Recommendations

1. Focus energy in the coming year on tzedek programs, arts programming, athletics, field of interest, etc. or other avenues of involvement other than lecture or learning.
2. Establish fixed programming in each category/target area to ensure future diversity.

Our Top Target Populations and Program Areas

1. Greeks
2. Residential life
3. Israel
4. Arts
5. Field of interest/pre-professional/academic
6. Fitness/athletics/wellness
7. Learning
8. Tzedek/social justice
9. GAP: Graduate Students And Young Professionals
10. Social and relaxation
11. Women and Men
12. Community ties/Speaking Engagements

1) Greeks

With the completion of our new building, we will be situated in the middle of sorority row. We are stepping up our efforts at reaching students in the Greek system.

Where we are:

- We now have an active Greek Jewish Council, comprised of students from almost every house. They meet monthly for social events and to plan their overall vision.
- We hired a senior JCSC for next year who has personal and professional experience with the Greek system.

Goals:

- To establish a relationship in the coming year with the Greek Panhellenic Council to integrate Hillel into the Greek diversity and community service requirements.
- To have our building be considered an apt space for Greeks to do large scale programming.
- To continue to support the Greek Jewish Council.
- To plan athletic tournaments to raise awareness and funds for non-profits with students in the Greek system.

Target Populations reached: Greeks, Athletics, Gender Issues

Program Areas reached: Leadership Development, Tzedek, Fitness/Athletics/Wellness, Social and Relaxation

Overall Goals attained: 1,2,3,5,6

2) Residential Life

A large number of Jewish students live in the dorms at UCLA, comprised mostly of first-year students who do not yet feel a sense of belonging on this enormous campus. We would like to offer a broad range of activities for these students in order to welcome them and provide a convenient means of entering into the Jewish community.

Where we are:

- SCUBA, Students Craving an Undergraduate Bonding Atmosphere, is a weekly kosher meal in the dorms. About 40 students come each week.
- Periodically, we offer a Shabbat in the dorms.
- FYSH, First Year Students of Hillel, has been extremely successful and is made up of primarily dorm students.
- We have a new student board position in charge of residential life.

Goals:

- To work in tandem with the Office of Residential Life to provide social and tzedek programming in the dorms.
- To continue to offer SCUBA, but explore adding a thematic or programmatic bent to it. We also need to advertise more broadly to attract new students throughout the year.
- To start FYSH from the start of the year with the help of Big FYSH, the students who were part of the group this past year. We are throwing a major beach party to welcome these students the day before school begins in September.
- To help students move into the dorms with Hillel shirts on.
- To be a constant presence at summer orientations to attract new dorm residents.
- To have a table set up at the Sunset Rec.dorm area activities fair the day before school begins in the fall.
- To hold a retreat in October for all students, including a FYSH track.

Target Populations reached: Residential Life

Program Areas reached: Leadership Development, Tzedek, Social and Relaxation

Overall Goals attained: 1,2,3,5,6

3) Israel

UCLA is a politically volatile environment concerning the situation in the Middle East. We must create ways for students to learn and become empowered on this topic. Furthermore, a large number of students connect with Judaism through Israeli culture, history, and politics.

Where we are:

- UCLA continues to attract large groups to the birthright trips. A greater effort has been made this year to create a community among the returnees after their trip in conjunction with the Gateways Initiative. They have also helped in recruitment for future trips.
- Bruins for Israel continues to be one of the strongest student groups, meeting weekly, holding events and bringing speakers to campus.
- Israelis B'yachad is a new group at Hillel. They planned the Israel Block Party on Yom Ha'atzmaut.
- A new group, Bruins for Middle East Dialogue, holds monthly discussion meetings and created the Ramadan Breakfast with Jews and Muslims last December.

Goals:

- To establish better communication between JSU (the Jewish Student Union) and Hillel and establish guidelines for our interaction.
- To create opportunities aimed at helping students gain basic Israel literacy so they can speak confidently and intelligently on the subject. We are developing a year long plan for continuing education in the form of a series, bringing experts on the Middle East to speak and engage students so they have a chance to discuss their views and learn from others in a comfortable venue.
- To assist Bruins for Israel in developing a plan of action for the year to ensure that there is a pro-Israel presence felt on campus throughout the year.
- To focus energy on sending students on birthright, on returnees, and the Gateways Initiative, bringing all of these people together for Israel activism and education on campus.

Through our new student chair of Intergroup Relations, to reach out to campus ethnic and minority organizations. Our hope is to build relationships both based on the Middle East situation and purely social connections so we feel better understood in the campus arena.

Target Populations reached: Israel, Secular students, GAP, Field of Interest

Program Areas reached: Israel, community ties/speaking engagements, academic/career, Learning, Leadership Development, Tzedek

Overall Goals attained: 1-6

4) Arts and culture

Throughout history and throughout Jewish and American histories in particular, artistic expression has constituted one of the most powerful means of grappling with one's identity. We are committed to helping students explore these connections in their lives and work.

Where we are:

- Shir Bruin, Hillel's a cappella group, is steadily growing and thriving. The group performs frequently and practices weekly.

- The 2nd annual Roman Vishniac Memorial Amateur Photography Contest entitled “Visions of Peace” was a great success with over 100 entries, many recent birthright returnees from Israel.
- Israeli dancing will return to UCLA Hillel after a lengthy hiatus. A dance teacher is being hired to lead weekly dancing in the new building beginning in the fall 2002.
- The Jewish Writer’s Circle, a creative writing program aimed at exploring issues of Jewish identity and personal histories, met regularly in Spring 2002.
- Ha-am, the online UCLA Jewish magazine, has been reestablished but needs more guidance.

Goals:

- To invite local performers, poets, and artists to café nights beginning in December when our café opens in the new building.
- To establish the UCLA Center for Jewish American Cultural Arts throughout the coming two years. The following goals will be accomplished by hiring a part-time staff person who focuses on establishing the Center:
 - A mentor program will bring together young Jewish artists and filmmakers with established professionals in their fields.
 - An annual retreat for both mentors and mentees.
 - A Jewish Cultural Arts Series, bringing Jewish filmmakers, writers, fine artists, dancers, musicians, playwrights and actors to discuss with students the interplay between their work and their Jewishness.
 - The Streisand Film Award will honor the best student film and script on a Jewish theme, and a Young Playwright Award will solicit scripts from amateur playwrights, both student and non-student.
 - The winners of these awards, in addition to receiving cash prizes, will have their scripts and films circulated for comment among a circle of professional playwrights and screenwriters.

Target Populations reached: Arts students, Israel, Field of Interest/pre-professional, Reform/secular students, GAP

Program Areas reached: Leadership Development, Israel, Arts and culture, Academic/Career, Community Ties

Overall Goals attained: 1,2,3,5,6

5) Field of Interest

Where we are:

We currently hold close to no field of interest programming aside from occasional graduate programs that could appeal to undergraduates in the same fields.

Goals:

- To consider offering preparatory classes for graduate entrance exams, such as the MCAT and LSAT, in the new building next year.

- To hold Career Days inviting executive board members, alumni, and other Jewish professionals from the community to talk about their work in the Fall 2002.
- To continue to invite executive board and other community members to host informational dinners at their homes about their careers
- To consider offering a series for women next year on topics of interest to certain fields and how to balance the demands of work and family.
- Our weekly Beyond Belief class will focus on the book of Genesis next year. Each week a different scholar will be invited whose interests are compatible with the section of the Torah we're reading.
- To invite students to be part of every executive board committee to help them make connections in the community and possibly in their chosen field

Target Populations reached: Secular students, pre-professional, gender issues, GAP
Program Areas reached: Leadership Development, academic/career, community ties
Overall Goals attained: 1-6

6) Athletics, fitness and wellness

Where we are:

- Students met for a Joshua Tree Shabbaton during spring 2002.
- Graduate students went on a ski trip with Shalom Nature Center.
- A Jewish basketball team began participating in the UCLA intramural league through the Wooden Athletics Center at the beginning of spring 2002.
- We have a student filling a new position on the student board for next year called, "athletics, fitness and wellness".

Goals:

- To establish intramural teams in baseball and softball by fall 2002.
- To bring a UCLA team to participate in UC Santa Barbara's annual Maccabea games next year.
- To hold athletic tournaments to raise funds and awareness for non-profit causes.
- To offer aerobics, krav maga, Jewish yoga and/or pilates in the new building beginning fall 2002.
- To utilize the new building's entertainment center, beginning next year, which will house a large-screen television where students can watch televised sporting events together.
- To partner with the counseling center at UCLA next year in order to offer a series on wellness issues that affect the Jewish community, beginning with a program for sorority women on Judaism and eating issues. One program we are planning is to bring in a speaker on safe sex.

Target Populations reached: Athletics, secular students, GAP
Program Areas reached: Leadership Development, Tzedek, Fitness, Athletics, Wellness, Social and Relaxation, Community ties
Overall Goals attained: 1,2,3,5,6

7) Learning

Our vision for a comprehensive learning program involves reaching students from a variety of backgrounds, balancing intimate and larger forum learning opportunities, and providing both intellectual and spiritual education.

Where we are:

- Mystical Wednesdays** Given the popularity of the study of mysticism in contemporary Jewish life and the deep interest on the part of young Jews, Hillel presented a program on Jewish mysticism and meditation. Mystical Wednesdays was a weekly seminar guiding both community members and students in self-exploration through study of Kabbalah, meditation and astrology.
- **Yom Limud**, Hillel's annual festival of Jewish learning, was held on May 19th, 2002. UCLA students as well as individuals from the broader community came together for an entire day of Jewish enlightenment. Rabbi David Wolpe and other speakers and teachers led a day of introspection on the world after 9/11 focusing on learning across religious lines. Workshops were led by rabbis and educators from every movement, giving participants a rare opportunity to study with some of the great minds of our generation.
 - **Beyond Belief** is a model for Jewish pluralism uniting three distinct ways to view Judaism in a single setting. The class is interactive and discussion oriented, offering a counter-balance to our lecture style programs. Rabbi Chaim Seidler-Feller, Rabbi Mychal Rosenbaum, and Rabbi Uri Goldstein meet on Tuesday evenings at the home of Rabbi Seidler-Feller. Topics range from Rabbi Chaim's discussion of Maimonides to Rabbi Mychal's exploration of Jewish Mysticism, to Rabbi Uri's discussions of Jewish law.
 - **Pizza and Pluralism** continues to draw students for weekly parshah learning in the student union. This program takes advantage of the wealth of rabbis we have in the Los Angeles community. Through invitations initiated by students, distinguished guest rabbis from all denominations of Judaism challenge students during this hour-long, lunch program held every Wednesday.
 - **The Jewish Learning Initiative** is a new addition to Hillel. Rabbi Uri Goldstein and Julie Yanofsky-Goldstein are attempting to revitalize Orthodox/traditional life on campus, introducing intimate learning opportunities (*chevruta*), classes such as "War and Peace in the Talmud" at the UCLA Law School, Parshah and dinner at their home.

Goals:

- To begin Tuesday nights' Beyond Belief in a slightly different way. We will focus on the book of Genesis, inviting different scholars each week whose field relates to the section we are studying to come join the discussion. Then we will break up into groups with our three rabbis teaching on some particular aspect of the book of Genesis, for example Rabbi Mychal will teach on Gender Studies in Genesis.
- To offer an ongoing Bet Midrash in our new space with students studying in hevruta on topics of personal interest.

- To begin a series on Israel education that will last all year long, focusing on different aspects of the middle-east situation each month.
- To experiment with offering learning opportunities for students with little or no Jewish background, perhaps an Introduction to Judaism class and a monthly learner's service beginning next school year.
- To begin Chug Ivri next year, a weekly opportunity for students to practice spoken Hebrew.
- To shift Pizza and Pluralism from a solely parshah based program to a more general program inviting rabbis to speak on current topics of interest, beginning in Fall 2002.
- To establish a learner's class for students interested in leading services.
- To reach out to the wider campus community for Yom Limud next year.

Target Populations reached: Israel, Secular students, gender issues, GAP, Orthodox, Reform

Program Areas reached: Leadership Development, community ties, spirituality/religion, Learning, Israel

Overall Goals attained: 1-6

8) Tzedek-social action and activism

Our vision for the *Tzedek* Hillel Initiative at UCLA is to broaden the scope of our social justice and community service programs in order to maximize the number of Jewish students who are partners in transforming the local and global community.

Where we are:

- The Oxfam Hunger Banquet was a campus-wide event. The social action chair partnered with campus organizations, including the Environmental Coalition, one of the most influential and active groups at UCLA, and the University Religious Conference.
- Twenty-one students attended the Spitzer Forum, making UCLA one of the most largely represented schools in the country at the conference. It was an overwhelmingly successful trip. Students from this group helped form two new Hillel groups, the very active Progressive Jewish Student Alliance and the Greening Hillel Task Force.
- Weekly and monthly tzedek projects are now running smoothly, including Swingin' Sundays at a retirement center, food delivery to homes and shelters, and an environmental group working on greening our new building. Tzedek learning is a component of several Hillel groups which are not aimed exclusively at social action, including CALI, the Passover Project (trip to Russia over Spring Break), and board meetings. Students are incorporating tzedek into almost every program, from the Purim party to Shabbat dinners.
- A new group, UCLA Chai Lifeline, just formed to raise awareness and funds to grant wishes to children with terminal illnesses.

Goals:

- To support students in the Progressive Jewish Student Alliance to counterbalance the more conservative viewpoints represented by the Jewish Student Union.
- To establish a relationship in the coming year with the Greek Panhellenic Council to integrate Hillel into the Greek diversity and community service requirements.
- To connect with residential life professionals in partnering on in-dorm projects for the coming year as well as off-campus activities such as the beginning of the year beach clean-up party.
- To partner with the service organizations on campus for campus-wide activities
- To encourage new student leaders to incorporate Tzedek into their ideas for the coming year.
- To include Jewish students on the new University Religious Conference student council
- To set up athletic tournaments raising funds for important causes

Target Populations reached: Greeks, Residential life, Athletics, GAP

Program Areas reached: Leadership Development, Tzedek, Athletics

Overall Goals attained: 1-6

9) GAP: Graduates And Young Professionals**Where we are:**

- Our graduate and professional group holds monthly Shabbat dinners and coffee hours. In addition, they help promote lectures geared towards the graduate programs, including Elliot Dorff speaking on Cloning and Stem Cell Research at the Medical School and the Latke-Hamentashen Debate at the Law School.
- We hold periodic lectures aimed towards attracting students from particular graduate departments.

Goals:

- To hire a part-time GAP intern with organizing and Jewish experience to grow and work with this group. This intern will work with Rabbi Mychal to develop a strategic program plan for graduates that would begin in the Fall of 2003.
- To activate our graduate student group of representatives from each graduate school.
- To establish one night a week as a GAP night at Hillel's café, becoming a hang-out for all young Jews in the area.

Target Populations reached: GAP, Field of Interest

Program Areas reached: Community ties/speaking engagements, academic/career, social and relaxation, Learning

Overall Goals attained: 1-6

10) Social events and relaxation

UCLA is a highly social campus, and many students wish to connect with Judaism in a purely social atmosphere with no pressure to become more religiously involved. Our parties have been extremely successful as engagement tools since many students define their Jewish identity through the concept of peoplehood, feeling a part of a community on a purely social basis.

Where we are:

- First quarter's Westwood Brewery Company party and First Week Kick Back, and this quarter's Purim Fest and House of Schmooze were all very successful. These events are targeted towards engagement students and have attracted roughly one hundred or more students each.
- Our Israel Block Party attracted over 3,000 students and community members.
- A social group for gay, lesbian, bisexual and transgendered Jews in Los Angeles is now active, with monthly meetings and events.
- FYSH, first year students of Hillel, is a new group meeting the social needs of freshmen. They held a wildly successful retreat in spring 2002. Next year, the graduates of the group will be Big FYSH to incoming freshmen, mentoring and helping to get them acclimated to life at UCLA.
- SCUBA continues to attract about forty students each week in the dorm.
- A group of students who live in the dorms formed a monthly Havdalah group this year.
- A Greek Student Council has been established this year.
- Birthright returnees held social gatherings after their trips.
- Both our Persian and Israeli student groups held social events for their communities throughout the year.

Goals:

- To continue to hold at least two major social functions per quarter and to ensure that social events are not always centered around Jewish holidays.
- To set up weekly entertainment in the new building, including athletics events on our new big screen television and performers in our cafe.
- To continue FYSH, reaching out to students at the start of each school year and each quarter, beginning with a first week Beach Party next September.

Target Populations reached: Israel, Secular students, GAP, Greek, Residential Life, Athletics

Program Areas reached: Israel, Leadership Development, community ties, social and relaxation, wellness

Overall Goals attained: 1-6

11) Gender Issues

Where we are:

- We have begun a new Rosh Chodesh program since the group's numbers seriously dwindled over the past two years. We are now establishing Rosh Chodesh in the context of a mentoring program for teenage girls from the Los Angeles area, focusing on issues such as body image, power, role models, family

and spirituality. This has rejuvenated the program and offers an important link between our programming and our local community.

- Hillel co-sponsored two programs with the Women For Change group on campus that runs a full week of programming, reaching thousands of students. “When Did We Become Unclean? The Role of Religion in the Lives of Women” “*The Red Tent*” book discussion

Goals:

- To focus our energies, not solely on women’s issues, but rather *gender* issues. This will include all students interested in gender distinctions from a Jewish historical and halakhic framework.
- To form a student group that would determine the direction of gender issues programming, under the direction of the Associate Director of Jewish Student Life along with a new student chair.
- To hold a large scale Women’s Seder on campus next Spring, 2003, partnering with the Center for Women and Men and The Center for the Study of Women
- To consider offering a series for women next year on topics of interest to certain fields and how to balance the demands of work and family.
- To offer a class on Women and Judaism at Hillel next fall as part of the weekly Genesis study night.
- To continue Rosh Chodesh, a group of undergrads, grads, and professionals. We will also continue to work with local teen groups as mentors.
- To determine what the sorority members of the Jewish Greek Council might want in terms of women’s programming for next year.
- To consider holding a Women/Gender and Judaism conference in the next two years in conjunction with the Center for the Study of Women and Men, Women’s Studies, and local synagogues, drawing from college students from around our region.

Target Populations reached: GAP, Field of Interest, Gender Issues, Reform, Orthodox, spirituality

Program Areas reached: Community ties/speaking engagements, academic/career, social and relaxation, Learning, tzedek

Overall Goals attained: 1-6

12) Speaking engagements/community ties

One of the strengths of UCLA Hillel is Rabbi Chaim Seidler-Feller’s ability to bring in renowned speakers from around the world. Our speaking engagements draw students with varied interests and backgrounds, fostering an intellectual atmosphere.

Where we are:

- We currently offer many lecture programs. At the beginning of each quarter there are approximately three on the calendar, but when the quarter gets underway, many are added. Student programs are not moved on account of the spontaneity, but the programs take time from staff members, overload the weekly calendar, and create tension in the office.

- Some of the programs we offered or co-sponsored this year:
 - Shlomo Riskin
 - Dennis Prager
 - Richard Dreyfuss
 - When did we become unclean? The Role of Religion in the Lives of Women
 - *The Red Tent* book discussion
 - Town Meeting on Progressive Attitudes Towards the Middle East
 - Isaac Encounters Ishmael
 - Tom Segev
 - Professor Steven Spiegel
 - Aviva Zorenberg
 - Professor Moshe Idel
 - Lee Wallack on environmentalism

Goal:

- To create a workable balance between planned and spontaneous programming. We will establish a fixed number of speaking engagements we hold each quarter by next school year and evaluate at staff meetings whether or not speakers should be added during a quarter.
- To offer smaller engagements, answering the need for students to socialize and have their input considered on important topics.
- To bring a balance of intellectual and lighter speakers during the year.

Target Populations reached: Israel, Secular students, GAP, Residential Life, Field of Interest, Gender Issues

Program Areas reached: Israel, community ties, academic/career

Overall Goals attained: 1-6

C: Religious, Ethnic, and Political Pluralism Recommendations

1. Seriously reevaluate Shabbat program.
2. Form a focus group with Orthodox students to determine whether they desire a continued relationship with Westwood Kehilla or would like a student run minyan.

Where we are:

- We have spent considerable time and energy this year in making Shabbat friendlier, more beautiful, and more efficient. Our main goal is to represent Jewish pluralism at Shabbat. There is now consistency in Shabbat services offered. Each week there is an Orthodox, traditional egalitarian minyan and a liberal service offered at Hillel. The liberal service's numbers are rising. The Carlebach-style Orthodox minyan at the Bayit and periodic Shabbatonim have been successful.
- We follow a tight schedule so the evening does not drag due to disorganization. Most Shabbat programs are social in nature, and when we do schedule a speaker after Shabbat dinner we target specific groups and make sure the program is short,

- lively, and interesting. Our socially themed Shabbat programs, such as sing-along Campstyle Shabbat and Weakest Link Shabbat, have been incredibly successful.
- We held one successful dorm Shabbat last quarter, a Shabbat candlelighting at a Greek house, and dorm Hanukah lighting every night of the holiday.
 - We will continue to offer one Shabbat a quarter at the AEPi house in Westwood.

Goals:

- To begin offering dorm Shabbats on a regular basis, beginning in fall 2002. We are exploring ideas that would regularize dorm events (setting up a Shabbat table in dorms, regular Shabbat candle lighting, and other programs). This is a main concern since the building will not replace the need for programming in other, more accessible places on and around campus.
- To create a warmer, friendlier Shabbat atmosphere by implementing greeters, conversation topics at tables, students leading important pieces of Shabbat. This is an ongoing project.
- To train students throughout the year to lead services confidently.

D: Engagement Recommendations

1. Engagement should become integral to the culture of this Hillel. Establish a plan for engaging a greater cross-section of the campus community.
2. Use the resources of the Center for Jewish Engagement for assistance in developing a plan for engagement.
3. Identify with the JCSC fellow the populations they might focus on. The other programming staff should be present as much as possible on campus and should try to work with at least one target population.

Where we are:

- See above under diversity programming for a complete listing of target areas.
- See above under Planning and Evaluation for JCSCs and target group plan.
- A lay Jewish Student Life committee, including Rhoda Weisman, meets least monthly to help create a strategic plan and review UCLA Hillel's programming approaches.
- We have created a new student committee with two co-chairs in the area of engagement. They will be trained as mini-JCSCs and will primarily meet with new students to Hillel just to get to know them. They will have no programming responsibilities as our JCSCs obviously do. They will only engage students one-on-one in order to make Hillel a more inviting, personalized place.

Goals:

- To weave engagement into every aspect of our programming.
- To continue training student board leadership concerning engagement, tabling techniques, strategic planning, and programming strategies.
- To continue to utilize the International Center's resources at staff conferences and at the Los Angeles office.

- To ensure that each of our major programmatic areas are covered by at least one staff person, intern and/or student board chair. Please see final two pages of this document for a full listing of our areas divided up by staff and students. The following is a sketch of responsibilities for our new interns (whether they be students or part-time professionals) who will hopefully be hired by fall 2002.

1) Arts and culture (Supervised by JCSC and/or new staff person)

- Identify Jewish students in each category of the arts on campus, film, theater, dance, writing, etc.
- Begin creating programming with engagement students for next year
- Fill the new building's walls with student commissioned art, the photographs from the contest
- Create a Festival of Jewish Arts, including music, drama, film
- Work with two local musicians, Jenni Alpert and Jonathan Keyes, to create evening programming in the new café, including poetry readings, comedy and live music

2) Publicity (student supervised by Program Associate)

- With our Program Associate, create a comprehensive system for publicity on campus and in the surrounding areas, including:
 - Creating flyers and other advertisements
 - Regular announcements in Jewish studies and other classes
 - Newspaper advertisements, calendars and articles
 - Post flyers in dorms, on campus in Jewish Studies and other departments, Westwood when appropriate
 - A-boards strategically placed and cared for
 - Coordinate tabling schedules with student board at more than one location
 - Table tents
 - Organize phone calling
 - mailings

3) GAP (supervised by Associate Director)

- The intern will be responsible for expanding the current program to include the following projects:
 - lectures pertaining to specific graduate programs
 - meet and plan with the representatives from each of the major graduate departments
 - help carry out a new mentoring program for medical students with professionals in the community.
 - Organize future events with professionals from specific fields

Already hired interns:

1) birthright (supervised by Program Associate)

- organize logistics of the birthright program, including advertisement, registration, trip specifics
- assist in birthright returnee programs with the Gateways Initiative

2) Website (supervised by Program Associate)

- updates website with current staff and calendar information

E: Empowerment Recommendations

1. Before the beginning of the school year, work with the leadership team to identify goals for the academic year. Student initiated programming should not be moved.
2. Identify and initiate a leadership-training program or retreat, using resources from the International Center.
3. Work with the leadership team to identify all of the possible program areas and target populations in order to broaden the scope of their programming.
4. Effort should be made to formally train students, via CALI or other program, in leadership skills and techniques. Persian students should be included.

Where we are:

- This year, we have worked consistently on board development. We consistently work with the board to identify goals. In January, the student board held a retreat using International Center materials. Rachel Hochheiser has recently worked with the board on leadership techniques and efficiency.
- Students initiate many programs per quarter and more board positions have been created to cover a broader area of programming.
- Students on the board submitted budgets and requested money within those budgets in the spring quarter.
- Student initiated programming has not been moved this year.
- CALI now focuses on leadership skills and techniques rather than primarily on Jewish learning. Two Persian students participated in CALI this year.
- The caliber of our student board and empowerment population is one of UCLA Hillel's greatest strengths. Part of the draw for students to be part of the board is the camaraderie of a large board with great diversity and creativity. However, this board must be capable of leading us into the new building by being even more cohesive, organized, and focused on engagement techniques. I worked with a small group of students as a think tank to reevaluate the current board structure and overall efficiency. We determined that next year there will be a Va'ad (committee) consisting of the President, Vice Presidents, Treasurer, and Shabbat, that will meet weekly to maintain consistency. The larger board will continue to meet biweekly. Each board position except the president, vice-presidents, and treasurer is developing a student committee. Students applied to be on these committees, and others will be added in the fall. Our current board has been selected and each has a job description that will be revisited at our September board leadership retreat. A major focus of our board will be upon partnering with campus organizations

and with each other to engage larger numbers of students. The board structure is as follows (bolded positions are new):

President (also on Va'ad)
2 Vice-Presidents: **External** and Internal (also on Va'ad)
Treasurer (also on Va'ad)
Shabbat (also on Va'ad)
Social
Education
Bruins for Israel
Tzedek/Social Action
Intergroup Relations
Graduates And Young Professionals
Marketing and Public Relations
Athletics, Fitness and Wellness
Greek
Women/Gender Issues
Holidays
Persian
Residential Life
Progressive Jewish Student Alliance
Les/Gay/Bi/Trans

Goals:

- To establish a fixed schedule by fall 2002 of board retreats and ongoing leadership training throughout the year.
- To create job descriptions for all board positions by mid-Spring quarter when those positions are advertised.
- To develop a handbook with office and Hillel policies for students by fall 2002.
- To evaluate CALI's new format and plan for next year by the fall 2002.
- To establish a staff determined budget for each board position by fall 2002.

IV: Communications

A: Communication Plan Recommendation

1. Identify methodologies to communicate with targeted segments of the student community who are not on the mailing list or email list.

Where we are:

- We improved the quality of our communications, including a more organized calendar, snail mailings, and more professional flyers. Our program associate is taking a course in using computer graphics programs during the summer.
- We relied less on emails during the past quarters since many students do not read them. We used A-boards and flyerred more successfully.

Goals:

- To be more creative in flyering in targeted areas of campus by fall 2002.
- To standardize the look of our materials.

B: Quality of Written Communications Recommendations

1. Consider hiring a student, graphic designer to improve the effectiveness and quality of student publicity.
2. Consider using alternative forms of communication such as post cards, and emails targeted to students with specific interests.

Goals:

- To create an overall plan for improving communications, competing with professional publicity on campus. We will hire a student intern by next fall who can professionalize our publicity.
- Develop a consistent look for easy recognition on campus
- To consider buying software which would make it more feasible to create professional flyers in house.
- To increase the use targeted group email lists rather than sending out mass mailings by fall 2002.
- To explore ways to personalize communications.

C: Visibility Recommendation:

1. Increase programmatic visibility on campus by flyering, tabling and running more programs outside the building, ie.in dorms.
 - We currently table on Bruin Walk 3-5 days each week.
 - We have run Shabbat, Chanukah candlelighting, Oxfam Hunger Banquet, and a Purim Fest and our weekly SCUBA program in the dorms.

Goals:

- To think strategically about the locations of our programs so that we can reach the maximum number of students based on where we choose to hold events.
- To table in places other than on Bruin Walk beginning in fall 2002.
- To vary where we place our sandwich/A-Boards on campus by fall 2002.

Challenges and Recommendations

Programming: Hillel is too limited in its variety of programming.

It is evident from our action plan that we have made great strides in our program diversity, attempting to reach a broader base of students on campus. As we move into the new building, we must think strategically about how to best utilize our space and spaces on campus to meet the varied needs of all of UCLA's Jewish students.

Impulsive Organization: There has been small movement in setting a strategic planning system geared towards outcome based thinking. This will be an ongoing process that will culminate in the formation of a yearly strategic planning process each summer and revisited and detailed before each quarter. This is largely an internal, staff issue. At our staff meetings, we are trying to address this issue, balancing fixed programming with ongoing, spontaneous opportunities.

Student Leadership Development: The student board was restructured for the next school year. They have played an active role in evaluating the current structure and efficiency of this group. We held a successful retreat this quarter, focusing on engagement issues, programming, outcome based thinking, and Tzedek. Ongoing leadership development occurred throughout the year at their board meetings. The Associate Director of Jewish Student Life learned leadership training techniques at the staff conference and Rachel Hochheiser (Student Leadership Development Associate) led a goals workshop with the board in March.

Visibility: By becoming more professional in our communications, we will become more visible as an organization on campus. The Associate Director of Jewish Student Life and the JCSCs are on campus everyday, meeting with students or simply being present where students spend time during the school week. Chaim is in contact with many students in his courses and his individual meetings with students. With the new building, we will definitely be a more visible presence on campus, but we must program more often in other locations.

**PROGRAM STAFF RESPONSIBILITIES
2002-3**

<u>Program Area</u>	<u>staff (+student board member where applicable)</u>
ARTS	Intern (Panteha, Mimi?)
Shir Bruin	Mychal
Photography	Sacha
Film	Sacha
Café Gallery/House of Schmooze	Jenni Alpert
Writer's Circle	Sacha
FYSH (First Year Students of Hillel)	Julie (+Becky)
Big Fysh mentors	Julie
RESIDENTIAL LIFE	Julie (+Becky)
ETHNIC GROUPS	
Israeli	
Russian	
Persian	(Yoav and Sarah Raof)
ISRAEL	Robin
Birthright	Robin
br returnees	Robin
Israel on campus	Robin, Chaim (+Viki)
Bruins for Israel	(Viki)
MISHPACHA (LGBT)	Mychal (+Adam)
EDUCATION	Mychal (+Ronit)
Pizza and Pluralism	Mychal (+Ronit)
Beyond Belief	Mychal
JLI, Bet Midrash	Uri and Julie (+Rochelle and Michelle)
INTERGROUP RELATIONS	Robin (+Mickey)
Bruins for MidEast Dialogue	Robin
USAC, JSU, etc.	(Mickey)
ATHLETICS	Sacha, Julie, Mychal, (+Ira)
Intermural teams	Ira
Yoga	Mychal
Maccabea	Ira
Spectator events	Ira
Tournaments for non-profits	Julie
Outdoors	Sacha
TZEDEK	Robin and Mychal (+Sarah)
Environmental	(Gabe, Sarah Novick, Jason Lowe, Bill Kopel (grad))
PJSA	Mychal and Robin (Stephanie)
Community Service	(Sarah Novick)
Social Action	(Sarah Novick)
BURNING BUSH	EVERYONE!!
Festival at BCI April 26-7	

STUDENT BOARD	Mychal and Robin
PUBLICITY AND MARKETING	intern (+Jason)
EVENTS AND SPEAKERS	Robin, Leslie
GREEK	Julie (+Beth)
WOMEN	Mychal, Julie (+Golda)
GAP	Mychal, (+Robert)
ALUMNI	intern (?), (+Gabe)
ACADEMIC/CAREER DEV.	Mychal, (+Gabe)
CALI (Leadership program)	Mychal, student unpaid intern, Sacha
REFORM/LIBERAL	Mychal , (+Emily)
Services	
Events	
CCI Partner Agencies	Everyone
Shalom Nature Center	Sacha
JCRC	Julie