



**J'Burgh
2009-2010
Strategic Plan**

**J'Burgh: A national leader
in the field of outreach and
engagement to young
Jewish adults**

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Introduction

Over the past year, the city of Pittsburgh has continued to accrue international recognition as a city poised for unprecedented growth. From our ability to maintain our economy during the worst recession since the great depression, to President Obama's choice of Pittsburgh as the host of this year's G20 summit, the eyes of the nation are on our city. These accomplishments coupled with the fact that the 25-35 year old population is the largest growing age demographic in Pittsburgh, creates an excellent opportunity for organizations like J'Burgh to focus on creating community here in Pittsburgh.

J'Burgh's goal for 2009-2010 is to continue to garner local and national recognition for the twenty-something Pittsburgh Jewish community, while also showcasing our wonderful city to the young Jewish adults living here with the goal of not only retaining but also attracting the best and the brightest to our community . Our successes over the course of the past year show that there is a strong desire amongst J'Burgh's target demographic to be part of a vibrant Jewish community. Unfortunately, even with all of our current successes, Pittsburgh still suffers from the national trend of communities under serving their young adult populations. Multiple studies have recently shown just how necessary a program like J'Burgh is for Jewish communal continuity (Uncoupled: How our Singles are Reshaping Jewish Engagement, 2008, Cohen, Steven M.; Kelman, Ari Y. ; Tourists, Travelers, and Citizens: Jewish Engagement of Young Adults in Four Centers of North American Jewish Life, 2009, Saxe, Leonard; Chertok, Fern; Sasson, Theodore). The establishment of J'Burgh has made Pittsburgh a national leader in the field of outreach and engagement to young Jewish adults.

This strategic plan focuses on maintaining J'Burgh's original mission to enhance the quality of life for Jewish graduate students and young professionals. In the process we are beginning to look at how we can serve as a national and indeed international model for other cities to copy as they look to also reverse the current trend of young Jewish unaffiliated adults. Given the success of the '08-'09 academic year, we feel that over the course of the upcoming school year we can propel Pittsburgh to a level measurable success that will rival or surpass all of the major metropolitan areas in terms of cost of living, job availability, and most importantly young adult Jewish community.

Mission Statement

J'Burgh is an initiative of the Hillel Jewish University Center of Pittsburgh with support from the UJF of Pittsburgh and the Jewish Healthcare Foundation. It is designed to serve the needs of the approximately 2,500 Jewish graduate students and

young professionals in their twenties living and working within a three mile radius in and around Oakland. Our mission is to bring together Jewish grad students, young professionals, and their friends to create opportunities for them to build a community, celebrate their “Jewishness”, and network for professional opportunities and personal development. J’Burgh’s goal is to provide a gateway for Pittsburgh’s young Jewish adult population to explore and develop their identity within both the Jewish and general Pittsburgh.

Planning Board

The ’09-’10 J’Burgh planning committee remains unchanged from the original plan of 12 committee chairs. The participants responsible for each position have already accepted their positions and all of them fall within our target demographic of 21-29 years in age. For the upcoming year we will blaze a new path as we aim to teach these 12 individuals the values and responsibilities that are involved with serving on a non-profit lay board. J’Burgh will serve as a tool to help identify talented young professionals at an early stage in their careers and help to train them to be future leaders of the Jewish community, whether it be in Pittsburgh, or beyond.

J’Burgh Planning Board Positions:

Hillel Board Liaison – Responsible for serving as a conduit between the J’Burgh Planning Board and the Hillel Board of Directors; will be responsible for attending at least three of the five Hillel JUC Board meetings and reporting on J’Burgh’s progress throughout the year. (Position to be appointed by Hillel Board of Directors)

Social Chair – Responsible for planning three to four social events per year and overseeing a large-scale city-wide party for Purim.

Sports Chair – Responsible for choosing PSL sports leagues to participate in each season and helping to create the roster and manage the team; also should identify different sporting events (e.g., Pirates and Penguin Games) that J’Burgh may attend.

Israel Chair – Responsible for looking at different ways to infuse Israel into J’Burgh events. Programs will include a Hebrew speaking club and a monthly Israeli movie night, etc. This person will help with the planning for small-scale events each month as well as organizing J’Burgh’s presence at the annual Pittsburgh Yom Ha’atzmaut celebration each spring and an annual twenty-something trip to Israel.

Jewish Learning Chair – Responsible for working with the director of J’Burgh to identify J’Burgh participants who are interested in Jewish learning; will create innovative and exciting Jewish learning opportunities; responsible for advising the director on at least one Jewish learning event per month and creating collaboration opportunities between local community organizations that will help showcase opportunities for our participants to embrace their “Jewishness” within the local Pittsburgh community.

Professional Network Chair – Responsible for creating professional networking opportunities for young adults in different fields. Programs will include a monthly networking lunch held downtown for participants working in the area, and should encourage collaboration between J’Burghers outside of the Judaic realm.

Shalom Pittsburgh Liaison – Staffed by a UJF employee directly working specifically on Shalom Pittsburgh, this position will be responsible for looking at opportunities for collaboration with Shalom Pittsburgh, as well as helping to make sure both groups continue to enrich the lives of Jewish young adults and professionals living in Pittsburgh and maintain an open line of communication between both organizations.

Social Action Chair – Responsible for finding and creating opportunities for J’Burgh to perform Tikun Olam (community service), throughout the programming year. The chair will be responsible for identifying opportunities that require a minimum four hours every other month, for which J’Burgh members can volunteer. As social action is one of the most common denominators of the millennial generation, these programs have a wide appeal.

Shabbat Chair – Responsible for working overseeing the Shadyside Minyan, J’Burgh’s monthly independent Friday night service, which provides an intimate Shabbat experience for an average of 40 participants each month. This chair will also be responsible for the implementation of “J’Burgh Shabbat Field Trips”, a new program we are starting meant to showcase 7 different Synagogue congregations throughout the course of the programming year.

Jew Eat? Chair – Responsible for maintaining our Jew Eat? program, a monthly cooking club that meets in different participants homes to learn new culinary skills and create a “moving Jewish community” The Chair will be responsible for making sure that there is a host home for Jew Eat? each month.

Outdoors Chair – Given the excellent outdoor resources that Western Pennsylvania provides for it’s inhabitants, the Outdoors Chair is responsible for making sure that J’Burgh continues to showcase all of the opportunities provided to the inhabitants of our region. These programs are designed to create a community of like-minded individuals who share a love of nature and an interest in experiencing this with other Jewish adults.

Cultural Chair – Responsible for identifying different cultural events taking place throughout the city of Pittsburgh, in which J’Burgh can participate. J’Burgh will aim to attend a minimum of six Cultural events throughout the course of the year. The goal of these programs is to tie our young Jewish adults to the wider community and all that Pittsburgh has to offer.

Planning Board Seats For Graduate Student Organizations:

To date, J'Burgh has established a relationship with Maimonides (Jewish Medical Students, University of Pittsburgh), the JLSA (Jewish Law Students Association, University of Pittsburgh), IOC (Israelis on Campus, Carnegie Mellon University), CMU JGSA (Carnegie Mellon University Jewish Graduate Student Association), and the recently formed JPG (Jewish Pitt Grads.) Over the course of the upcoming year, J'Burgh will form a Pittsburgh Jewish graduate council, the goals of this group will be to enhance opportunities for graduate students to interact with one another, strengthen the visibility of J'Burgh programming amongst Jewish graduate students, and provide unprecedented opportunities to networking our graduate student participants into the larger Pittsburgh community both for jobs, and social purposes. We know that by creating strong graduate student groups we can not only retain these students to our community, but also recruit more young adults to Pittsburgh.

Oversight Committee

Headed by Stephen Tobe, the role of the Oversight Committee is to provide essential insight into the way in which the Pittsburgh business and professional communities operate while simultaneously working to let professionals within their respective fields know about this new initiative. We want the Oversight Committee to come away from our meetings so excited about what J'Burgh is doing that they create a buzz not only for other professionals in the community, but also for employees that they may have who are within our target demographic. The Oversight Committee will meet monthly and have responsibilities to oversee both J'Burgh, and Hometown Pittsburgh.

Public Relations (P.R.)

J'Burgh's P.R. plan encompasses three different categories; our participants, our Oversight Committee and donors, and, finally, the local and national Jewish community. By affectively communicating to each of these constituencies, we can expect continued growth in our number of participants and in our local and national reputation as a thriving metropolis for Jewish young adults.

Participants: Due to the transient nature of graduate students and young professionals, all of our marketing materials will continue to be made available via our website, www.jburgh.org, a weekly e-newsletter, Twitter, and Facebook. It is not worth the time or money to target this demographic with physical mailings. For larger scale events we will hire a graphic designer to create artwork that can be e-mailed in a .jpg format as well as printed on cardstock that we can hand out on campus, pass out at events, and place in strategic locations throughout the city. The other benefit of electronic communications amongst the J'Burgh participants is the ease of accessibility for them to pass our information along to their friends. Both Facebook and e-mail can serve as highly effective marketing tools as we continue to grow our electronic contacts list.

Oversight Committee and Donors: J'Burgh will hold monthly meetings for the Oversight Committee. As we continue to grow as an organization, we realize how important it is for seasoned lay leaders to begin overseeing the day to day operations of J'Burgh. This protocol will not only help to strengthen our organization, but will begin to lay a foundation of continuity to ensure the continued existence of our program.

Local and National Jewish Community: J'Burgh will continue to issue press statements to both local and national media about the programming we are sustaining and creating here in Pittsburgh. Topics that will be released to local media will include, but not be limited to, professional development opportunities, social and cultural functions, as well as programming that promotes Pittsburgh and helps the surrounding region. On an international level, we will focus on pieces that promote Pittsburgh as a growing metropolis with an unparalleled network for welcoming new Jewish young adults to our city. We also will focus on documenting how we've transformed J'Burgh into a professional, social and cultural hub for Jewish young adults as we continue to set the international model for excellence.

Graduate Students

One of J'Burgh's primary focuses is to engage Jewish graduate students who live in Pittsburgh. With an estimated 600 Jewish grads in the city during the school year, J'Burgh has an exceptional opportunity to network graduate students into the larger Pittsburgh community. In order to do this successfully, it is important for us to take a deeper look at each of the three universities we serve and understand that each one of them must be approached with a different strategy.

University of Pittsburgh

The University of Pittsburgh is divided into 14 schools, with each school running a multitude of graduate programs. J'Burgh has already developed a relationship with two Jewish graduate student organizations at the University of Pittsburgh, the JLSA (Jewish Law Student Association) and Maimonides (Jewish Medical Students). Throughout the course of the next year we will continue to help build JPG (Jewish Pitt Grads), an organization that J'Burgh served as the catalyst in creating. JPG's goal is to serve the 12 previously unserved graduate schools at the University of Pittsburgh, that do not have a high enough concentration of Jewish students to maintain a Jewish graduate group of their own. JPG will serve as the social arm on campus meant to bridge the different schools and help create a larger Jewish graduate community at the University of Pittsburgh.

Carnegie Mellon University (CMU)

Over the course of the past year, J'Burgh oversaw the creation of the CMU JGSA (Carnegie Mellon University Jewish Graduate Student Association). This group held lunch and learns with amongst other prominent Pittsburgh figures, the President of

CMU, the Chairman of CMU's board of trustees, and the president of the Pittsburgh city council. In addition to these programs the JGSA held an inaugural Israeli wine tasting with over 40 student participants, prominent CMU faculty and the Provost of the University. Having just been recognized by the University as an official graduate student organization, the JGSA is poised for a remarkable year of providing amazing opportunities to its participants and continuing to build its reputation as an organization of excellence at Carnegie Mellon.

Duquesne University

Similar to the University of Pittsburgh, Duquesne has 9 different schools that oversee their graduate programs. While Hillel has a presence on Duquesne's campus, there are no currently established Jewish graduate student organizations. J'burgh will begin to identify Jewish graduate students and will market itself to them through school e-mails, and informational post cards. The goal for the '09-'10 school year for Duquesne is to begin work on a hybrid of our development models for the University of Pittsburgh and Carnegie Mellon. We plan to begin building a Jewish Graduate Student Association, with a focus towards the school of Pharmacy and the Law school.

J'Health

Pittsburgh has the 2nd highest percentage of its working population employed in the Healthcare sector (Boston is #1) in the United States and with assets like the University of Pittsburgh Medical Center Health System which is ranked #14 in the *U.S News and World Reports* 2008 list of America's Best Hospitals, and companies such as Bayer, Respironics, and Medrad, Pittsburgh has become an emerging leader for medical related jobs. J'burgh's goal is to reach out to young adults working within medical fields and provide them with professional and social networking. Looking ahead our goal is to begin to build relationships with these local companies, with the goal of both providing their employees with access to our resources, while also being able to promote their companies to our large pool of Jewish graduate students in healthcare related fields of study.

While we originally planned to begin targeting Jewish residents at local hospitals in January of 2009, we have struggled to create and maintain contacts within the medical community. As we continue to grow as an organization, J'burgh is beginning to see new medical residents moving to Pittsburgh who have not yet begun to develop their social networks within our city. Over the course of the next year J'burgh will begin to provide programming to Jewish medical residents, who fit into our target demographics, in their places of employment. This means providing Jewish programming within our local hospitals, focused around the incredibly hectic schedules of these participants. We must realize that creating a program like this is an incredibly daunting task, and upon completion will be the only program in existence, that we know exists.

Goals and Metrics

Below are the metric goals that were set in the 2008 J'Burgh Strategic Plan, compared with where we were at the beginning of June 2009

	As of 7/2008	Goal for 2/2009	Actual as of 2/2009	Goal for 6/2009	Actual as of 6/2009
Email Contact List Entries	313	460	457	550	940
Facebook Group Members	149	210	202	230	248
Number of Individual Participants	110	215	334	450	582
Number of active interest / affinity groups	6	8	9	10	10

Over the course of the past year, J'Burgh was able to reach all of the metrics set forth in our '08-'09 strategic plan. Below is a table of the goals and metrics we will aim to reach in the upcoming school year, followed by an accompanying explanation for each measurable area.

	As of 7/2009	Goal for 1/2010	Goal for 6/2009
Email Contact List Entries	940	1100	1400
Facebook Group Members	248	275	300
Number of Individual Participants	0	550	900
Number of active interest / affinity groups	10	11	12

Email Contact List Entries – At the beginning of each calendar year, J'Burgh adds all of the graduating seniors e-mail addresses, from the Hillel JUC's database, into our e-newsletter list. This helps to insure a smooth transition from college to young adult life, and explains the large spike in numbers that can be seen in our '08-'09 metrics. While we expect to pick up a significant amount of new e-mail address's throughout the fall, as new graduate students and young professionals move into Pittsburgh, we also must anticipate a drop in numbers as seniors who have graduated and left the Western Pennsylvania area remove themselves from our e-mail list. This metric is set to show the up tick in numbers associated with the beginning of the school year, and the transitioning of our graduating seniors at the beginning of the calendar year.

Facebook Group Members – Facebook is a very useful marketing tool, as well as an excellent means of evaluating our success. Members must choose to join our Facebook group and by doing so allow us to market directly to them by means of messaging, and

online invitations to events. The viral factor of Facebook remains an attractive and affordable way of maintaining a “virtual” community.

Number of Individual Participants – Last year, J’Burgh reached out to nearly 600 individual participants. Our goal for this year is to have 900 individuals participate in at least 1 event. This would mean that within 2 years of having a full time director of J’Burgh, we will have been able to reach out to 36% of the 2,500 estimated young Jewish adults within our 21-29 age demographic.

Number of Active Interest / Affinity Groups – One of the key tenants for J’Burgh’s ’08-’09 success was our ability to build strong affinity groups as a means of reaching out to more potential participants. Our successes with the Jewish Law Students Association, the Maimonides Society and other graduate organizations, served as an anchor for our organization to build community amongst the different universities that we serve. Over the course of the next year, our focus will be on maintaining and growing our existing affinity groups. While we hope to add more components based around Jewish learning, and cultural activities, we will aim to strengthen and grow the existing organizations we work with, this is the reason we are only expecting to add 1 new group each semester.

Evaluating J’Burgh

For 2009-2010, it is very important that we continue to evaluate each portion of our program and continue to make adjustments where necessary. Last year we focused on building J’Burgh’s programmatic structure. The creation of the planning board and our work with multiple Jewish graduate organizations laid the ground work for J’Burgh to successfully program for the young adults in our target demographic. Over the course of the next year, J’Burgh must focus on the creation of an oversight committee that reports to the Hillel JUC Board of Trustees. This is important for our long term continuity. We need to let community leaders take a role in overseeing J’Burgh, this not only provides lay oversight for the programmatic aspects of J’Burgh, but also allows our lay leaders to know more about all of J’Burgh’s accomplishments.

Over the course of the next year, J’Burgh will be evaluated on our ability to reach the goals set forth in our ’09-’10 metrics, the formation of a strong oversight committee tasked with helping to insure the future continuity of the J’Burgh program, and our ability to maintain the high level of programming which we have excelled at over the course of the past year. Last year we proved that there is a need and desire for J’Burgh to exist in our community. This year we must show that we can maintain our growth as an organization and establish J’Burgh as not only a permanent fixture of the Pittsburgh Jewish community but, the vital component for retaining and attracting the kinds of young Jewish adults who will sustain Jewish life in Pittsburgh in the future.

Conclusion

Over the course of the next year J'Burgh is poised to make incredible headway in the field of outreach to young Jewish adults. By empowering our participants to build their own young adult Jewish communities, we are not only creating opportunities for them to celebrate their Jewishness, but also teaching them valuable leadership skills which we fill they will continue to use throughout their lives to the benefit of the whole Jewish community. J'Burgh has the opportunity to become the new training ground for Pittsburgh's most promising future leaders, and provide the Jewish community with the ability to begin training our participants what it means to serve on a lay board.

In the past, young adults formed their Jewish identity throughout college, used this time to find a partner, and upon graduation start building a family. As young Jewish adults now postpone marriage either by remaining in school for a graduate degree, or by looking to establish themselves in the work force, we now have a shift in when a young adults formative years end. With young adults postponing marriage until they reach their mid to late 30's, there exists a void in their engagement to the Jewish community. J'Burgh has not only begun to fill this void here in Pittsburgh, but has also begun to be recognized both nationally and internationally as a leader in this field. This year our director David Katz, was asked to participate in the, highly selective, Schusterman foundation, ROI conference. David joined 120 participants from around the world, all of whom had been selected for their innovative work in the Jewish community. From this conference, we have already seen an international interest in the work we are doing, and have received requests from as far away as Luxembourg for copies of our Business Plan. Moving forward, by highlighting J'Burgh internationally, we are creating an enormous sense of pride amongst our participants. They understand that through their participation in J'Burgh, they are taking an active role in building an organization whose success not only benefits their personal connection to Judaism, but also the larger Jewish community.