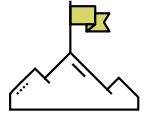


VISION, MISSION, GOALS, VALUES

A GUIDE FOR NONPROFIT ORGANIZATIONS



Vision, mission, goals, and values form the **core and foundation of our professional strategy**. Clearly defining these for ourselves is of key importance, as they will be essential for formulating our strategic goals and activities, as well as our communication and fundraising efforts. These are not intended solely for internal use. For this reason (among others), it is worth formulating them concisely and accessibly.

→ The examples next to the descriptions are from the Mozaik Hub Strategy.

VISION



Vision:

- ▶ an ideal imagination of the world we want to live in
- ▶ about the world, not our organization
- ▶ related to the long-term impact we want to achieve

IMPORTANT

- We cannot achieve our vision alone as a single organization, nor should we strive to do so.
- Our vision should be an imagination of a world where the work of our organization is no longer needed.

WHAT IS A WELL-ARTICULATED VISION

- ▶ establishes an ideal
- ▶ articulated in a positive way, not a negative one
- ▶ refers not to the work of the organization, but the world around it

When formulating your vision, make sure it is **short and understandable**, and follows **a formula similar to** the following:

- We believe in a community/society/city/country/world...
- We work for a community/society/city/country/world...
- We want to live in a community/society/city/country/world...

EXAMPLE (MOZAIK JEWISH COMMUNITY HUB)

We believe in a resilient, self-sustainable, diverse, and pluralistic Jewish community in Hungary. In a future where organizations thrive and are able to serve the Jewish community and answer the various needs of its members and potential members.

MISSION



The mission is the undertaking of our organization, meaning, everything we contribute to the vision we have formulated. The mission primarily identifies **the change we want to achieve or bring about**. Often our mission is a concentrated statement of our long-term goals, but it can also record:

- ▶ the field we operate in, what “profile” our organization is (e.g. educational, cultural, advocacy)
- ▶ our methodology or unique approach
- ▶ who we work with
- ▶ who we serve

or a combination of the above.

Mission statements come in a variety of formats, but **keywords to help you formulate them** include:

- “We work for”
- “We strive for”
- “We want”
- “We work for those who”
- “We contribute to” ...

EXAMPLE (MOZAIK JEWISH COMMUNITY HUB)

The Mozaik Hub is a catalyst for a more collaborative ecosystem of Jewish community organizations. Our aim is to equip professionals, activists and lay leaders with the necessary knowledge, skills and tools to excel with their organizations and to foster the culture of social entrepreneurship, whether it's focused on the Jewish community or the wider society.

GOALS



It is worth formulating the goals of our organization in line with the language of the mission, always starting from the problem or need we want to address. Goals are more specific than the mission, but they still do not talk about specific activities. Goals often answer the question of **what kind of answer we want to give to the problem or how we want to answer it**.

→ In our approach, goals are more general than strategic goals. They can be **used across multiple (3-4-5 year) strategic cycles**, or with some modification, converted into strategic goals.

EXAMPLE (MOZAIK JEWISH COMMUNITY HUB)

- Providing infrastructure, professional development opportunities, and financial support for Jewish community NGOs and new initiatives.
- Fostering cooperation and partnerships among various stakeholders of the organized Jewish community.
- Transferring knowledge and creating accessible educational materials for nonprofit professionals and social entrepreneurs within and beyond the Jewish community.

VALUES



Values are **the principles, ideas, and fundamentals that are important to our organization**. The formulation of values and their representation in strategy are often overlooked, even though their presence can significantly contribute to both professional and functional strategies and to the operation of our organization. Values are essential in shaping the identity and image of our organization, not just messages used in organizational communication. Ideally, values are **useful anchors**:

- ▶ to formulate our (strategic) goals;
- ▶ for the methodology of our activities;
- ▶ to shape a positive organizational culture, systems, and internal processes;
- ▶ for our relationships with stakeholders, whether they are colleagues, target audiences, supporters or partners.

It is important to note that if our organization's values are formulated and we use them in our communication but we do not practice them in reality, this can be even more destructive than if they were not formulated at all.

EXAMPLE (MOZAIK JEWISH COMMUNITY HUB)

Diversity — The Hungarian Jewish community is the largest and perhaps most diverse Jewish community in Central Europe, with many different Jewish identities. At Mozaik Hub, we consider it particularly important that this diversity can be expressed on an individual and community level, and that can be experienced by all of us.