



# North Shore Teen Initiative (NSTI) Evaluation

**Part II March, 2013**



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This presents the second part of our evaluation of the North Shore Teen Initiative (NSTI). Last year, part one of the evaluation involved gathering an "on-the-ground" perspective via interviews among a sample of ten community leaders/ stakeholders with knowledge of NSTI programs and activities. Here, we revisit outcomes related to market penetration and awareness and, using research conducted among teens and parents this past Spring/Summer, we examine the impact NSTI is having on participants, focusing on (1) how they're being influenced "Jewishly" and (2) whether NSTI can expect financial support from families going forward as the program transitions from grant to locally-based funding.

Our research that surveyed NSTI teen participants is encouraging and suggests NSTI is successfully influencing their Jewish engagement and identity. In addition, despite significant ambiguity surrounding current funding (e.g., source, duration), there appears to be strong sentiment among their parents towards helping to maintain the program in the future.

And while NSTI's overall market penetration is somewhat unclear given the continuing ambiguity surrounding the Jewish teen market size, our findings at this point are also favorable. Teen population percentages derived from the 2010 U.S. Census, applied to the estimated size of the North Shore Jewish population, suggest NSTI penetration has exceeded 30%. (*Precise* market size data is unavailable, but the NSTI board is discussing efforts to develop a more accurate measure that should help clarify this issue).

## **I. BACKGROUND**

NSTI has been self-described as an "...organization committed to building community among Jewish teens through institutional collaboration, a rich spectrum of innovative programming and participation in national opportunities." NSTI "strives to connect Jewish teens to their peers and to motivate participation in Jewish life through collaborating across the community for teen engagement, offering new experientially-based programming rooted in Jewish values and learning, and expanding opportunities to participate in 'best practice' programming in New England and beyond."

In our Fall 2011 document, we briefly described the evolution of NSTI, which covers 23 cities and towns within the North Shore of Massachusetts. To review:

- In its "start-up" year (2008-09), Jim Joseph Foundation funding supported hiring an executive director, establishing a board of directors, coordinating with existing Jewish community institutions, and developing publicity in support of about six NSTI programs and three collaborative programs for Jewish teens. During this period, NSTI began to reach out to other community organizations, but found intense territoriality within the North Shore Jewish community to be an obstacle that took time to overcome.
- In its "ramp up" year (2009-10), NSTI more than quadrupled its activities and teen participation and continued to even more aggressively *co-sponsor* activities with other local youth organizations. NSTI also made inroads with the powerful Robert Lappin Foundation, as well as with other teen organizations (e.g., USY, SMARTY, YAISH).
- In the first of several "maturity" years (2010-11), NSTI continued to expand the number and diversity of programming, teen involvement and community relationships.

- That expansion and "maturity" has continued throughout 2012, exemplified by the extensive and diverse mix of programming that NSTI has led or helped facilitate. (A complete history of NSTI programming is shown in the addendum.)

## II. EVALUATING 3 YEAR OUTCOMES

NSTI's Logic Model, revised earlier this year, outlined both short (three year) and long term outcomes. As before, most short term outcomes can be confirmed by the internal metrics and have or will be reported directly by NSTI leadership. **This updates the short-term outcomes established for the NSTI program. Note that these outcomes (for the most part) reflect current results and, where possible, outcomes as of 2011 have been provided.**

- Participation by at least 15 communities by the end of its third year (Student and Parent survey drew responses from 15 and 10 communities, respectively.)  
**Successful.** *Currently, NSTI participants come from 21 North Shore communities.*
- Increased # of teens in at least one NSTI activity between 2009-2011  
**Successful.** *In its first programmatic year (2009), 140 unique teens were involved in NSTI. By 2011, this had increased to 405 teens. For the current programmatic year (2012-13), this is projected to increase to more than 540 teens.*
- Increased # of teens participating in more than one NSTI activity in a calendar year  
**Successful.** *This was only tracked beginning in Year 3 of the program. These numbers have been previously provided to Jim Joseph Foundation by NSTI leadership, but can be resent, if needed.*
- Establish a core of teens actively involved in program in design, leadership, and promotion of activities  
**Successful.** *A core group of teens have been actively involved.*
- Increased # of teens using social media to share and promote activities  
**Successful.** *This was tracked beginning in Year 2 of the program*
  - *NSTI has counted more than 40 teens who have used a photo from an NSTI event as a Facebook profile picture*
  - *NSTI has 342 "likes" on their Facebook "fan page" and an additional 307 "friends" (overlap between two numbers)*
- Demonstrate NSTI as "hub" for teen engagement via increased website and social media activity, increased requests for collaboration from institutional partners, and an increased number of programs and activities from 2009-2011.  
**Successful.**  
*Increased website/social media*
  - *Social media - see results above*
  - *Website - so far in 2013, the NSTI website has had 1587 unique visitors and 43,300 hits. For reference, a hit is a request to a server for a single file. Each request sent to a server for a file is counted as hit. That means that a page with one HTML file and two images will count as three hits.**Increased requests for collaboration from partners*

- *NSTI has grown to a current “partnership roster” that includes more than fifteen collaborations among temples and Jewish agencies in the greater Boston area. The list currently includes Lappin Foundation, Cohen Hillel Academy, JCC, Federation of the North Shore, Aviv Center for Living, CJP, Hebrew College, Gann Academy, Jewish Journal, and 8 area synagogues. Their initial partnerships (first two years) represented probably half of this number; partnerships saw a significant increase during year 3.*

*Increased number of programs*

- *NSTI programs have increased from 6 programs in Year 1 (involving 125 teens) to 27 programs in Year 3 (involving 1050 teens)*
- Increased # of accepting and engaged institutional partners from 2009-2011.  
**Successful.** *Institutional partners have increased from 0 to more than fifteen currently, many of whom have been involved with NSTI for several years*
- Increased # of donors and amount of money pledged and raised.  
**Successful.** *Funds raised have gone from \$0 in Year 1 to \$5800 in Year 3 and \$85,000 in Year 4. The projection for Year 5 is \$150,000; to-date, \$106,000 of that goal has been committed/collected.*
- Increased number of parents encouraging their teens to "try out" NSTI from 2009-2011.  
**Successful.** *While there is not a specific measure for this, we do know that teen involvement has increased, which is likely at least partially driven by parental encouragement. Further, from the research conducted among parents in Summer 2012, we know that parents' willingness to endorse NSTI to others is extraordinarily high:*
  - *Almost all (90%) were likely to recommend NSTI to parents of other Jewish teens (5/4 on 5 point rating scale). In fact, 72% rated it a 5 out of 5.*
  - *Almost 60% said they actually had recommended NSTI at least 3 times.*

### **A Closer Look at Market Penetration and Market Size**

The key outcome from the NSTI Logic Model (included in the "Growth and Sustainability" section)--**improved market penetration and awareness among individuals and institutions**--appears to have been achieved. With the program starting from a base of zero penetration and awareness, of course, *any* level of penetration or awareness represents improvement. That said, the collective evidence suggests the program is making good progress based on:

- The overwhelmingly positive feedback received during our "on the ground" interviews;
- NSTI's growth in both size and scope over the past 4 years (see addendum that tracks NSTI's expanded programming mix since inception);
- The strong acceptance (as reported by NSTI leadership and others within the community) it now enjoys as NSTI has assumed an increased leadership and partnering role for North Shore teen activities and youth-programming. (see addendum outlining growth of "collaborative" programming.)
- Currently, NSTI leadership reports that **542 teens have now participated in at least one NSTI activity/program** to-date.

But, while all of the above reflects favorably on NSTI, the fact remains that a critical number--an objective and accurate estimate of the market size in which NSTI operates--has not been firmly established. The number we've seen, put forth during the grant proposal stage, is that the North Shore community is home to **2,500** teens, age 12-18. (That is a North Shore *total*. The number within the *individual* North Shore communities, to the best of our knowledge, is unknown.)

However, a more recent estimate of the *total* Jewish population of the North Shore (20,000) provided to us by NSTI/Jim Joseph Foundation suggests that the previous estimate of teen market size may have been overstated. Extrapolating 2010 Census findings regarding teenage cohorts (age 13-18) and their representative percentage within the total U.S. population and then, applying this percentage to the estimated 20,000 Jewish population of the North Shore yields a smaller estimate. This estimate is more in the range of 1,600-1,700. If, for the time being, we accept this as reasonable (noting as we did earlier that the NSTI board plans to examine market size in greater detail), then the 542 "unique teens" reached since the program launched represents between **32-34%** penetration of the North Shore Jewish teen population. This is actually *above* levels reached by other youth-directed initiatives funded by the Jim Joseph Foundation.

From a financial perspective, the Foundation's investment to-date over four years (2008-2012) of approximately \$1.3M seems high--over \$2,500 per "unique" teen participant. However, this considerable investment should be judged in the context of other factors, including: (1) the significant start-up expenses and very limited shared-cost by the community during NSTI's first three years, and (2) a trend now towards *increased* community financial support as the program has become more established and embraced by the North Shore Jewish community.

### **Jewish Education and NSTI**

We lack the expertise that would help us to fully judge the *Jewish educational value* of NSTI. Nevertheless, our review in conjunction with NSTI leadership of all activities since NSTI began (displayed in the addendum) shows, at least numerically, a very clear emphasis on delivering tangible Jewish educational content. As the variety, scope, and frequency of programming has grown since 2009, this emphasis has been consistent, with almost two-thirds of all programming/activities described to us as having concrete Jewish educational content. (This calculation considers the type and frequency of programming and also includes programming described as "immersive." Immersive programming often includes travel and involves a greater commitment of time, effort, and attention. Examples include a weekend Shabbaton and week-long involvement in Habitat for Humanity.) Some of this educational focus has shifted towards more informal/experiential, but maintaining Jewish education as an overall NSTI goal seems to be an important and ongoing priority.

### **Living Jewishly and Future Program Support**

Two important and strategic short term outcomes that this evaluation addresses are:

- "Teens will report that their participation in compelling experiential NSTI activities enhanced their understanding of what it means to live Jewishly."

(Note: Related to this are the desired *long term* outcomes of participating actively in the Jewish community, living an active, vibrant life guided by Jewish principles, and pursuing Jewish education. To be clear, predicting how *current* teen behavior and attitudes might influence the

achievement of these *longer-term* goals would be highly speculative and therefore, is not addressed in our evaluation.)

- "Increase number of parents who find NSTI programming worth supporting either through donations and/or cost sharing."

Part one of the evaluation involved gathering an "on-the-ground" perspective via interviews among a sample of ten community leaders/stakeholders with knowledge of NSTI programs and activities. Using available contact information from NSTI's database, Part two included online research among teen participants (June, 2012) and their parents (August, 2012) that solicited direct feedback about the perceptions and impact of the NSTI program to help address the above outcomes.

Response to the surveys was sufficient for analytical purposes but disappointingly low, despite aggressive and repeated outreach by NSTI leadership, generous individual incentives, and our expectation that both groups would be anxious to share their opinions about the program. In the end, 124 of 348 reachable teens (36%) and 75 of 160 reachable parents (47%) provided feedback on the program.

#### IV. CONCLUSIONS

##### 1. For those teens involved in NSTI programs/activities, the "Jewish outcome" is positive.

A. Both teens and parents perceive NSTI as a "driver" of Jewish engagement and Jewish social relationships. While the goal of "enhancing their understanding of what it means to live Jewishly" is subject to some interpretation, our teen and parent research shows NSTI is making a difference:

- It would appear that NSTI has attracted teens who are "Jewishly-engaged"--almost 80% reported participating in some type of non-NSTI Jewish activity at least once every 3 months-- but NSTI may be influencing that behavior, at least to some degree. 61% said their involvement in *other* Jewish activities had *increased* (at least a little) since becoming involved in NSTI. And over a third (36%) said they were not very/not at all likely to be participating in Jewishly-oriented programs/activities/events had NSTI not been available
- Most parents (65%) perceived their teen's overall involvement and participation in Jewishly-oriented programming/activities to have *increased* since NSTI became available.
- If "living Jewishly" includes social relationships and networks, NSTI is making a difference here as well. Most teens (83%) say they have "close Jewish friends" and "include their Jewish friends and Jewish organizations in their social networks." 70% and 64% respectively, attribute both, *at least to some degree*, to their involvement in NSTI.

B. Teen's self-perception suggests their Jewish identity has been strengthened. Teens first identified various behaviors/beliefs that described them and then rated the extent to which they believed NSTI had influenced that behavior/belief. Those self-descriptive statements that were selected by most teens (60%+) and were believed (by 50%+ of that group) to have been favorably influenced by their involvement in NSTI included:

- "I feel connected to and have a sense of belonging to the Jewish community where I live."

- "I'm interested in learning more about Israel."
- "I believe that Judaism provides important guiding principles for me to live by."
- "Being Jewish has a lot to do with how I see myself."
- "I feel connected to and have a sense of belonging to Jewish people everywhere."

This was consistent among the majority of *parents* (67%+) who felt NSTI had a strong influence on their teen with respect to:

- "Feeling a connection to and a sense of belonging to the Jewish community where they live."
- "Being proud to be Jewish."

C. The number of parents who believe NSTI is providing strong Jewish *educational* value is nearly the same as the number of parents who believe that it provides strong *social* value...and *both* numbers are *high*. While there is admittedly little feedback about specific learning or education gained through NSTI from either parents or their teens, we believe this favorable perception helps affirm the "experiential" approach taken by NSTI for its programs/activities.

As background, we were skeptical about asking teens directly about what they "learned" through their NSTI participation, believing that at most, we'd get relatively general, non-specific feedback. Rather, we asked *parents* (who might have a stake in funding NSTI in the future), to consider the value of NSTI (a) socially (e.g., opportunities for your teen to meet, be with, and enjoy programs/activities/events with other Jewish teens from the community) and (b), educationally, (e.g., learning about Jewish values, Jewish principles, Jewish teachings, living "Jewishly" etc.) through their teen's participation in NSTI. The ratings turned out to be surprisingly strong for both--89% (5/4 on 5 point scale) for social value and **74%** for educational value.

**2. The social appeal of NSTI cannot be understated.** Not surprisingly, it's why teens got involved in the first place. When asked why they started participating in NSTI...

- The *top three* reasons selected (multiple selections made from a list of 10 choices) included "It sounded fun", "My friends were coming", and "I wanted to spend time with other Jewish teens."
- 85% selected *at least one* of the above choices.
- Almost one-quarter selected *all three*.
- One-fifth chose just one of these three as their only reason for initially participating.

Although hard to quantify, it seems logical that offering teens opportunities for fun and socializing with friends/peers with common background would be appealing. The diversity of NSTI activities/programming (especially *now* with almost four years of experience and community collaborations firmly in place) has provided multiple opportunities for "trial" and served as the entry point to *other* activities that serve a "higher purpose."

**3. That "higher purpose" is most appealing in the form of community service (referred to internally as "service learning.")** Whether it's to fulfill school requirements, enhance credibility on college applications, or simply for altruistic reasons (tzedakah), this was the most motivating component of NSTI *after* the social aspects cited earlier. (Specifically, Habitat for Humanity and J-Serve were cited, by a wide margin, as teen's favorite programs.) And, almost 60% of teens selected *at least one* of the following regarding their decision to participate in NSTI:

- "I wanted to get involved in community service activities."
- "I needed community service hours for school, for Y2I, etc."
- "I wanted to include my involvement in NSTI on my college applications."

#### **4. Parents understand and believe in NSTI, and most say they're willing to help support it financially in the future.**

A. Parents feel comfortable with NSTI's leadership, objectives and programming. Over 70% said they felt knowledgeable (5/4 on 5 point rating scale) about who's in charge, what NSTI is trying to accomplish, and the programs/activities/events being made available for their son/daughter.

B. Consistent with the strong value perceptions of NSTI, both socially and educationally, parent's willingness to endorse NSTI to others is extraordinarily high.

- Almost all (90%) were likely to recommend NSTI to parents of other Jewish teens (5/4 on 5 point rating scale). In fact, *72% rated it a 5 out of 5.*
- Almost 60% said they actually *had* recommended NSTI *at least 3 times.*

C. Despite ambiguity over how long NSTI will continue and its source of funding, most parents are willing to help pay for it in the future. When asked how likely they would be in the future to help fund NSTI as an ongoing organization and/or share in the cost of NSTI programs/activities/events, 67% responded favorably. Moreover, almost half (47%) said they would be "extremely likely" to do so.

#### **V. ADDITIONAL RECOMMENDATIONS**

**Solidifying a realistic estimate of the North Shore Jewish teen market size should be a priority.** The absence of accurate information in this regard makes objectively determining NSTI's actual reach within the community very difficult. Moreover, clarification of the number of Jewish teens *by community* should assist NSTI leadership in most efficiently targeting its programming and resources.

**Clarify expectations for the educational value of NSTI activities and programs with the need to set priorities for, and agree to objective measures of, programming "content" and "outcomes."** As we are not Jewish educators, it is difficult for us to adequately assess this particular issue. From our perspective, it seems that there has been significant effort applied to finding the right balance between the social and more educational aspects of NSTI programming and we find the variety, frequency, and thought behind the activity and program options to be impressive. Nevertheless, we believe this needs to be an ongoing conversation between the Jim Joseph Foundation and NSTI's leadership and board, who would benefit from clearer standards and measurement.

**We believe fundraising strategies should focus on NSTI's educational and service learning value.** Our research supports an emphasis on (1) parents' belief that NSTI programming, activities, and events are helping their teens to learn about Jewish values and principles, and (2) the fact that NSTI is creating opportunities where Jewish teens can work together towards a greater social good while meeting their need for volunteer and community service participation as they prepare for college.

**Service learning should continue to be a critical element of NSTI.** As described above, the community service (service learning) component of NSTI is highly valued. For teens, it serves as one of its primary

sources of attraction and is identified as its most popular programming. For parents, it is recognized for its appeal and educational value. Promoting and leveraging this dual-appeal should help NSTI reach increased numbers of teens and favorably position the program to parents as being worthy of their financial support.

## ADDENDUM: PROGRAMMING REVIEW 2009-2012

### Year 1 (Spring 2009)

	<b>Program</b>	<b>Started</b>	<b>Frequency</b>	<b>Educational Content</b>	<b># Participants</b>	<b>NSTI Relationship</b>
Service Learning	Beverly Bootstraps Community Clean-up	3/09	1	Educational material prepared and presented as part of program	22	NSTI Program
	SCI Lynn Community Clean-up	4/09	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	8	NSTI Program
	Brookhouse Home	5/09	4	Educational material prepared and presented as part of program	23	Collaboration
	The Food Project	5/09	1	Educational material prepared and presented as part of program	9	Collaboration
General	Snow Tubing Superbowl	2/09	1	Social only	25-30	Collaboration
	Project Impact	7/09	1	Educational material prepared and presented as part of program	2	NSTI Program
	Canoeing	7/09	1	Social only	10	NSTI Program
	Trapeze School	8/09	1	Social only	13	NSTI Program
	Maccabi Artsfest	8/09	1	Immersive	20	NSTI Program

**Year 2 (Fall 2009 - Spring 2010)**

	<b>Program</b>	<b>Started</b>	<b>Frequency</b>	<b>Educational Content</b>	<b># Participants</b>	<b>NSTI Relationship</b>
Service Learning	Food Project	11/09	2	Educational material prepared and presented as part of program	7	Collaboration
	North Shore ARC	11/09	5	Educational material prepared and presented as part of program	22	Collaboration
	Brookhouse Home	11/09	6	Educational material prepared and presented as part of program	20	Collaboration
	Reading Buddies	12/09	10	Educational material prepared and presented as part of program	10	NSTI Program
	Cape Ann Food Pantry	12/09	3	Educational material prepared and presented as part of program	12	Collaboration
	JRC: Latkes and Dreidels	12/09	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	10	NSTI Program
	Leonard Florence Assisted Living Center	12/09	4	Educational material prepared and presented as part of program	36	Collaboration
	Service Learning for JTI	6/10	8	Educational material prepared and presented as part of program	60-80	Collaboration
General	Shabbat Dinner (Maccabi ArtsFest families)	10/09	1	Experiential/Jewish Values used to frame experience but no specific Jewish	30	NSTI Program

				educational material presented		
	Project Adventure	10/09	1	Immersive	23	NSTI Program
	Soup-Er Sunday	11/09	1	Educational material prepared and presented as part of program	25	NSTI Program
	Laser Quest Lock-in	1/10	1	Social only	38	Collaboration
	Snow Tubing Superbowl	2/10	1	Social only	50	Collaboration
	L'Taken Social Justice Seminar	2/10	1 (3 days)	Immersive	17	NSTI Program
	Shear Madness/Holocaust Memorial	4/10	1	Educational material prepared and presented as part of program	20	Collaboration
	J-Serve prep work	4/10	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	8	NSTI Program
	J-Serve 2010 project at Ford School	4/10	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	80	NSTI Program
	Maccabi Games and ArtsFest "send off"	7/10	1	Social only	40	Collaboration
	Maccabi Artsfest	8/10	1 (week)	Immersive	24	NSTI Program
	Summer BBQ/Reunion	8/10	1	Social only	55	Collaborative
	Additional new Community Youth Group activities	Asst	15	Social only	NA	Promoted/Marketed

**Year 3 (Fall 2010 - Spring 2011)**

	<b>Program</b>	<b>Started</b>	<b>Frequency</b>	<b>Educational Content</b>	<b># Participants</b>	<b>NSTI Relationship</b>
Service Learning	Leonard Florence Assisted Living Center	11/10	6	Educational material prepared and presented as part of program	6	Collaboration
	North Shore ARC	12/10	1	Educational material prepared and presented as part of program	10	Collaboration
	Ford School - reading buddies	3/11	9	Educational material prepared and presented as part of program	12	NSTI Program
	Woodbridge Assisted Living	3/11	2	Educational material prepared and presented as part of program	12	Collaboration
	Cape Ann Food Pantry	4/11	1	Educational material prepared and presented as part of program	5	Collaboration
	Haven from Hunger Soup Kitchen	5/11	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	20	Collaboration
	Service Learning for JTI	7-8/11	15	Educational material prepared and presented as part of program	60-80	Collaboration
General	Leadership Development with CHA's 8th Grade	9/10	2	Educational material prepared and presented as part of program	20-50	Collaboration
	Rockfest - The Josh Nelson Project	11/10	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	80	NSTI Program

	Soup-er Sunday	11/10	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	45	NSTI Program
	Shabbat Dinner (Maccabi Artsfest families)	12/10	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	25	NSTI Program
	Loon Mountain Ski Trip	1/11	1	Social only	23	Collaboration
	Laser Quest Lock-In	1/11	1	Social only	50	Collaboration
	Jam Space	1/11	8	Social only	80	Collaboration
	Snow Tubing Super Bowl	2/11	1	Social only	80	Collaboration
	Habitat for Humanity	2/11	1 (week)	Immersive	19	NSTI Program
	Blue Man Group (after Got Mitzvah)	3/11	1	Social only	25	Collaboration
	JEW CREW Takes Manhattan trip	3/11	1	NA	NA	Promoted/Marketed
	Got Mitzvah	3/11	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	100	Collaboration
	J-Serve 2011	4/11	1	Educational material prepared and presented as part of program	80	NSTI Program
	Magical Mystery Tour - Sky Zone	4/11	1	NA	NA	Promoted/Marketed
	Lag B'omer Beach Jam	5/11	1	Social only	55	Collaboration
	Red Sox Game	7/11	1	Social only	30	NSTI Program
	End of Season BBQ	8/11	1	Social only	68	NSTI Program
	Additional new Community Youth Group activities	Asst	15	Social only	NA	Promoted/Marketed

**Year 4 (Fall 2011 - Spring 2012)**

	<b>Program</b>	<b>Started</b>	<b>Frequency</b>	<b>Educational Content</b>	<b># Participants</b>	<b>NSTI Relationship</b>
Service Learning	Haven from Hunger Soup Kitchen	11/11	5	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	5-10	Collaboration
	Purim Carnival	3/12	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	77	Collaboration
	L'Shaper	3/12	10	Educational material prepared & presented as part of program	14	Collaboration
	North Shore ARC	3/12	2	Educational material prepared and presented as part of program	15	Collaboration
	ArcWorks Art Workshop	4/12	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	10	Collaboration
	Service Learning for JTI	7-8/12	11	Educational material prepared and presented as part of program	60-80	Collaboration
	Service Learning for Camp Menorah	7-8/12	5	Educational material prepared and	5-8	Collaboration

				presented as part of program		
General	Project Adventure	9/11	1	Immersive	40	Collaboration
	Jam Space	10/11	15	Social only	15-20	Collaboration
	Soup-er Sunday	11/11	1	Educational material prepared and presented as part of program	42	NSTI Program
	Torah Hub For Teens	11/11	4	Educational material prepared and presented as part of program	40-50	Collaboration
	Jam Space Coffee House	11/11	1	Social only	52	NSTI Program
	Laser Quest Lock-in	12/11	1	Social only	39	Collaboration
	L'Taken Social Justice Seminar	1/12	1 (week)	Immersive	11	NSTI Program
	Loon Mountain Ski/Snowboard	1/12	1	Social only	22	Collaboration
	Snow Tubing Superbowl	2/12	1	Social only	38	Collaboration
	Habitat for Humanity	2/12	1 (week)	Immersive	22	NSTI Program
	J-Serve	4/12	1	Educational material prepared and presented as part of program	85	NSTI Program
	Newburyport Film Festival	5/12	1	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	10-15	Collaboration
	J-Stock BBQ Jam	5/12	1	Social only	40	Collaboration
	Red Sox Game	6, 8/12	2	Social only	15-20	Collaboration
	Pool Party/BBQ End Season Party	8/12	1	Social only	65	NSTI Program
	Additional new Community Youth Group activities	Asst	15	Social only	NA	Promoted/Marketed

**Year 5 (Fall 2012 - Spring 2013)\***

	<b>Program</b>	<b>Started</b>	<b>Frequency</b>	<b>Educational Content</b>	<b># Participants</b>	<b>NSTI Relationship</b>
Service Learning	Haven from Hunger Soup Kitchen	10/12	8	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	5-10	Collaboration
	North Shore ARC Bingo	11/2	2	Educational material prepared and presented as part of program	5-10	Collaboration
	Temple Sinai Food Pantry	11/12	9	Experiential/Jewish Values used to frame experience but no specific Jewish educational material presented	TBA	Collaboration
	L'Shaper	11/12	16	Educational material prepared and presented as part of program	12-15	Collaboration
General	Madrichim Leadership Retreat	9/12	1	Immersive	40	NSTI Program
	Torah Hub For Teens	10/12	8	Educational material prepared and presented as part of program	40	Collaboration
	Rockfest	11/12	1	Social only	60	NSTI Program
	Soup-er Sunday	11/12	1	Educational material prepared and presented as part of program	70	NSTI Program
	Laser Quest Lock-In	12/12	1	Social only	TBD	Collaboration

	Habitat for Humanity	2/13	1 (week)	Immersive	TBD	NSTI Program
	Loon Mountain Ski and Snowboard Trip	3/13	1	Social only	TBD	Collaboration
	J-Serve	4/13	1	Educational material prepared and presented as part of program	TBD	NSTI Program
	Additional new Community Youth Group activities	Asst	15	Social only	NA	Promoted/Marketed

\* Since this is the current year, additional events/activities will continue to be added to the calendar