

## Jim Joseph Foundation End of Year Strategy Report 2016 Strategy Review and Analysis of 2016 Outcomes

**MISSION** To foster compelling, effective Jewish learning experiences for young Jews

**VISION** More young Jews engage in ongoing Jewish learning and choose to live vibrant Jewish lives

### STRATEGIC PRIORITIES

**1. Increase the Number and Quality of Jewish Educators and Education Leaders**

Grow the number of high-quality professional and peer Jewish educators and Jewish education leaders in positions to support effective, compelling Jewish learning experiences for teens, college students, young adults, and families with young children.

**2. Expand Opportunities for Effective Jewish Learning**

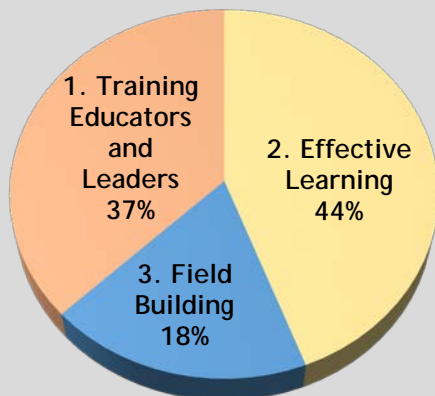
Increase the number and diversity of teens, college students, young adults, and families with young children engaged in relevant and meaningful Jewish learning and creating and sustaining Jewish peer networks.

**3. Build a Strong Field for Jewish Learning**

Support the field of Jewish education and the organizations working within the field to be better aligned and more successful in promoting Jewish life and learning for teens, college students, young adults, and families with young children.

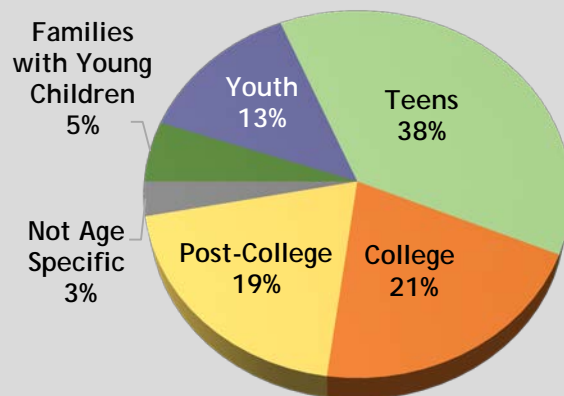
*Last updated Nov 2015*

Percent of Active Grant Dollars in 2016 Allocated by Strategic Priority



Source: GIFTS Database

Percent of Active Grant Dollars in 2016 Benefiting Target Audiences



Source: GIFTS Database

Total dollars in active grants during 2016 (projected): **\$271.9 million**

Total grant dollars to be paid during 2016 (projected): **\$47.0 million**

### TARGET CONSTITUENCIES

- Professional and peer Jewish educators
- Current and future leaders of Jewish education organizations
- Teens (ages 13-17), college students (ages 18-22), young adults (ages 23-30) and families with young children (age 5 and under) from the United States
- Funding peers and other organizations that serve the field

### GRANTMAKING STRATEGIES

- Provide significant multi-year grants
- Solicit grants for long-term, large-scale effectiveness and sustainability
- Establish close working relationships with lay and professional representatives of grantees to develop grant proposals that are on mission for the Foundation and grantees
- Scale the impact of proven models by investing in core organizational support, capacity building and evaluation
- Foster learning and improvement based on data-informed decision-making
- Pursue opportunities to invest in and evaluate new educational approaches that leverage the latest technologies, foster experimentation, and take risks

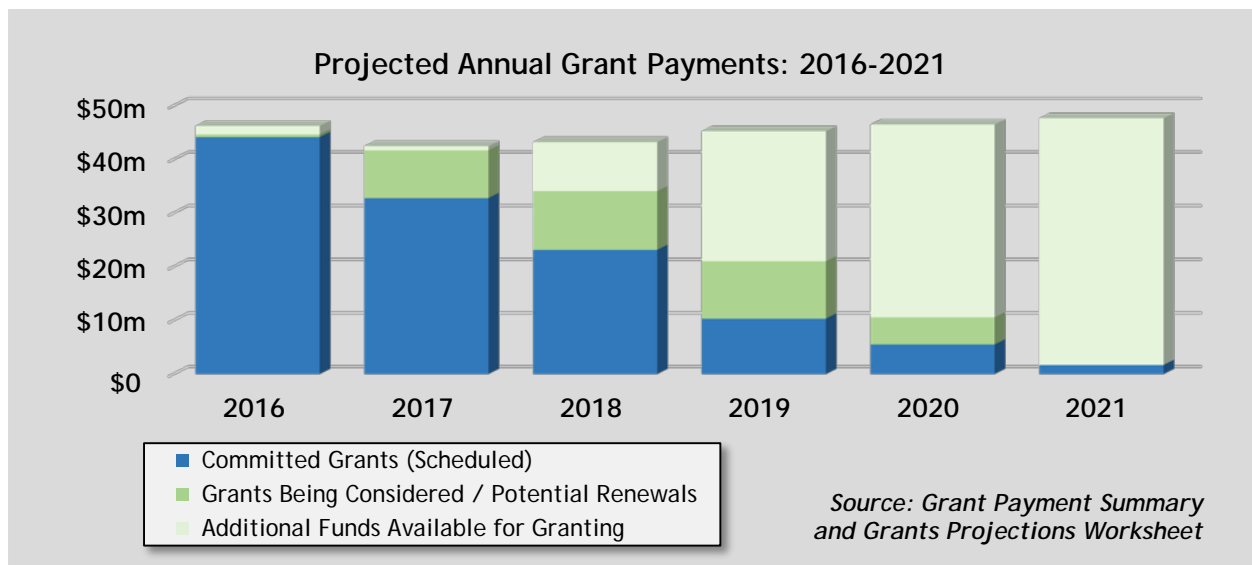
### PARTNERSHIPS AND CONVENING STRATEGIES

- Leverage impact by co-investing with funding peers
- Exercise leadership to drive more and deeper collaboration among national and local funders
- Support and initiate convenings of grantees, funders, consultants, communal leaders, evaluators and researchers interested in Jewish education and effective grantmaking

### FIELD BUILDING STRATEGIES

- Invest in intermediaries, research projects, and other field building activities that promote long-term systemic change on a national scale
- Support grantees to hire expert consultants for planning and evaluation who can apply knowledge of best practice from inside and outside the Jewish world
- Disseminate learning to the field
- Serve as a model of effective philanthropy

*Source: Jim Joseph Foundation Theory of Change (Last updated Nov 2015)*



Total grant dollars to be allocated from 2017-2021 (projected): **\$153.8 million**

### UPDATE ON PROFESSIONAL DEVELOPMENT OF EDUCATORS AND LEADERS

Analysis of annual grantee survey data and evaluations provide insights to inform future strategies for increasing the number and quality of Jewish educators. The chart below counts educators who benefited from intensive professional development programs funded by the Foundation. Lighter touch, one-time conferences were not included. In future years, more sophisticated data collection could be used to differentiate among programs of varying intensity.

Total active grant dollars currently allocated to this strategic priority: **\$101.0 million**

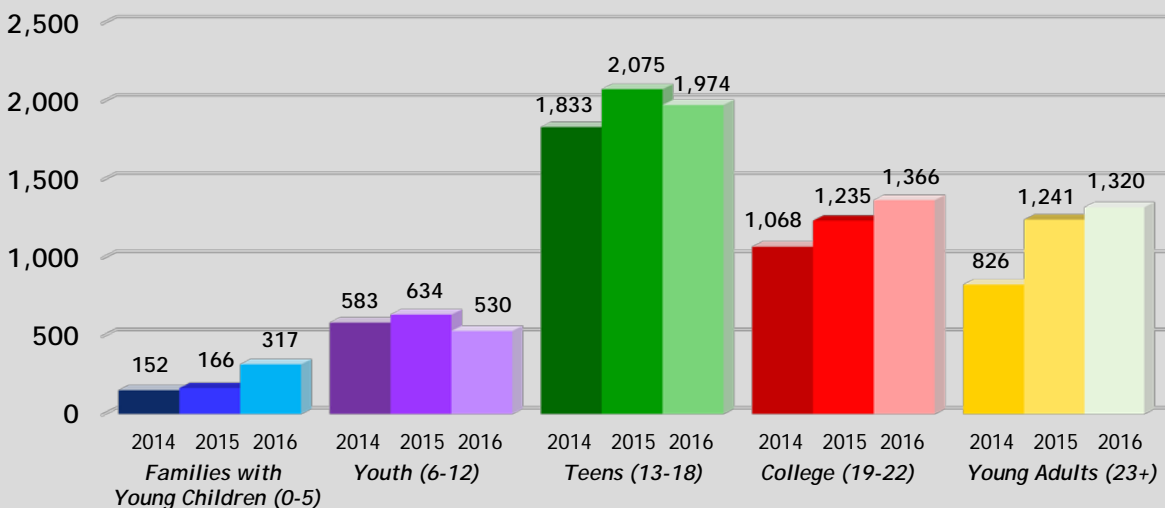
Total number of educators who received intensive training this past year: **5,507** down 3%

Recent evaluations show that:

- Effective educator training programs are ongoing and intensive, cohort-based, have a mentoring component, and provide ample opportunities for hands-on learning
- Grantees are finding it increasingly difficult to recruit educators for pre-service residential programs and to ensure that graduates of those programs accept positions serving the Foundation's target audiences
- Technology tools, when properly utilized, can enhance training programs for Jewish educators.

The Foundation's new educator training strategy is being designed around the key learnings above. It will attempt to proactively fill gaps within the many settings that are in need of more skilled Jewish educators.

**Educators Trained Annually by Age Cohort Served**

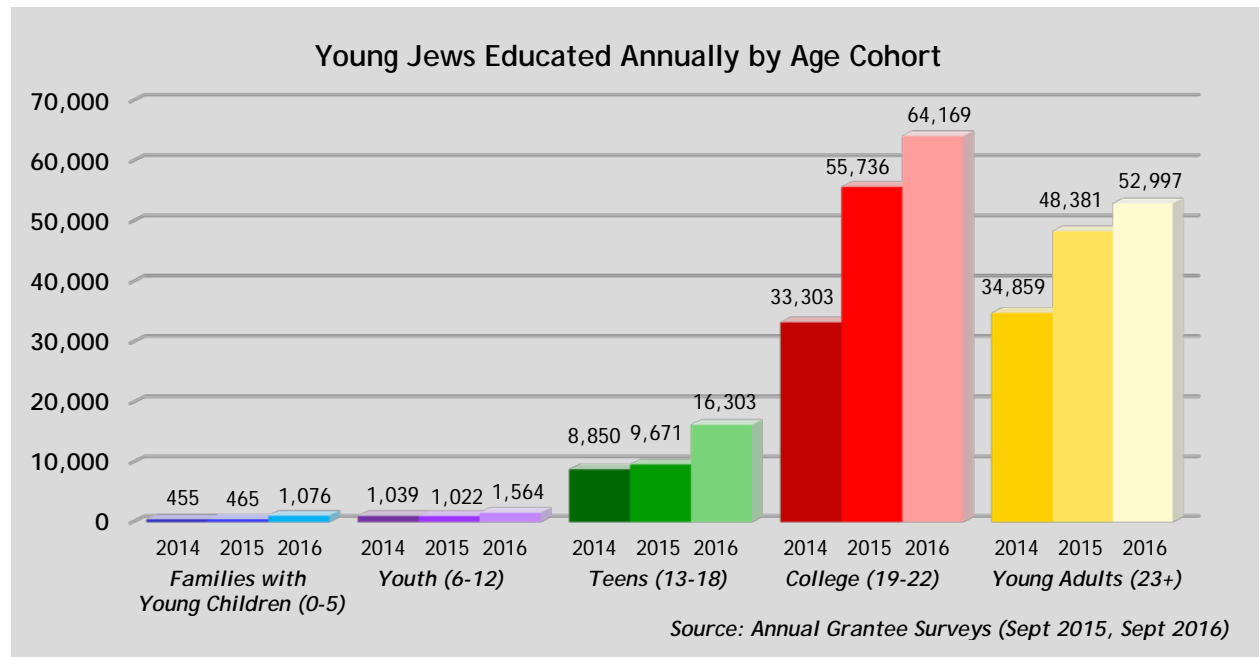


Source: Annual Grantee Surveys (Sept 2015, Sept 2016)

## UPDATE ON EXPANDING OPPORTUNITIES FOR EFFECTIVE JEWISH LEARNING

The Foundation’s investments in learning opportunities for young Jews showed continued growth in participation in ongoing and immersive Jewish experiences across all target age cohorts. To qualify for inclusion in the chart below, participants must have attended an overnight experience lasting one week or more, or attended regular Jewish educational programming more than once per month for at least nine months. Recognizing the limitations of this quantitative dataset, a consideration for next year will be to differentiate among varying levels of participation (i.e. week-long, summer, year round.)

Total active grant dollars currently allocated to this strategic priority:	<b>\$120.2 million</b>
Total number of young Jews participating in ongoing and immersive experiences this past year	<b>136,109 up 15%</b>



## UPDATE ON BUILDING A STRONG FIELD FOR JEWISH LEARNING

Investment in field building continues to be an essential component of the Foundation’s overall grantmaking strategy. Grants in this area tend to support *organizations* that specialize in field building within a specific setting (camps, day schools), a specific interest area (Israel, service learning), or discrete field building *activities* such as major conferences or research projects. Long-term benefits are system-wide improvements that spread best practices and ideas to hundreds of organizations.

Total active grant dollars currently allocated to this strategic priority:	<b>\$50.7 million</b>
Total number of organizations that received support for field building this past year:	<b>23</b>

Major field building milestones in 2016 included:



- The founding of Prizmah, a new center for Jewish day schools across North America, emerging from the complex merger of five separate organizations previously serving this space
- Over \$50 million in new investment in Hillel to support its Drive to Excellence—a plan to improve Jewish life on every college campus
- Leading Edge piloting its first ever Employee Engagement Survey—an important step towards establishing standards for how to improve the experience of working for Jewish organizations.

### Sub-Fields Within Jewish Education Served by Foundation Funded Intermediaries

Academic Research	Consortium for Applied Studies in Jewish Education
College Campuses	Hillel
Families with Young Children	PJ Alliance
Israel Education	iCenter, Israel Institute
Jewish Day Schools and High Schools	Prizmah*
Leadership	Leading Edge
Overnight Camps	Foundation for Jewish Camp
Service Learning	Repair the World, Hazon

*\*Newly formed in 2016*

## NEW GRANTS APPROVED IN 2016

### Major Grants Approved in 2016 by Strategic Priority

#### 1. Training Educators and Leaders

CJP's B'Yadeinu Project  
 Gann Academy: Early Career Fellowship  
 Keshet Leadership Project  
 JCRC: Institute for Curriculum Services  
 Jewish New Teacher Project  
 Shalom Hartman: iEngage

#### 2. Effective Learning

Atlanta Jewish Teen Initiative  
 BBYO: Growth and Capacity Support  
 Birthright Israel Trip Support  
 Cincinnati Jewish Teen Initiative  
 FJC: Specialty Camp Incubator III

#### 3. Field Building

Leading Edge  
 Prizmah: Center for Jewish Day Schools  
 Repair the World

Number of major grant projects concluded in 2016: **8**

Total dollar amount these grants represent: **\$66.5 million**



## Major Grant Projects Ended in 2016, by Strategic Priority

<p><b>1. Training Educators and Leaders</b>          Hebrew Union College*          Jewish Theological Seminary*          NYU: Graduate Student Fellowships          Yeshiva University*</p>	<p><b>2. Effective Learning</b>          FJC: Nativ Jewish Educators in Camps and Schools          North Shore Teen Initiative  <i>* While primary activities of grants to HUC, JTS and YU have ended, the inter-institutional collaboration component still remains active.</i></p>	<p><b>3. Field Building</b>          Birthright Israel NEXT          JData at Brandeis University</p>
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## RESEARCH AND EVALUATION

Major Reports Completed in 2016	
Evaluations	Research Projects
Birthright Participant Engagement in the Bay Area	Ed Tech and Digital Engagement Landscape
Education Initiative: HUC, JTS, and YU	Generation NOW: Understanding and Engaging Jewish Teens Today
Jewish Early Childhood Education Resource Specialists	Leadership in Context: Conditions for Success of Jewish Day School Leaders (Commissioned by CASJE)
Repair the World: Building Community through Volunteer Service	
Specialty Camp Incubator II	

Number of active evaluation and research projects in 2016:	<b>32</b>
Current portion of active grants portfolio allocated to evaluation and research:	<b>\$8.0m</b> 2.9% of total