

Jewish Teen Funders Network

Foundation Board Incubator: Long-Term Teen Outcomes

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ORSIMPACT

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Executive Summary

The Jewish Teen Funders Network (JTFN) launched the Foundation Board Incubator in 2014 to seed and support the sustainable growth of community-based teen foundations globally. It aims at empowering teens at all levels of Jewish engagement to serve as local philanthropic leaders, grounded in their Jewish identity and values. Host organizations engage in a three- or five-year partnership with local funders and JTFN, receiving decreasing amounts of JTFN funding and support each year as the fundraising and operational capacities of the Jewish teen foundation boards (JTFBs) grow. JTFBs also engage advisory councils comprised of community leaders and parents as well as local funders. Many host organizations offer continued participation options for teens who finish one year of the program, ranging from repeating the same board member experience, taking on leadership or mentoring roles within a board, to participating in independent philanthropically oriented activities or training. At the time of this writing, the Incubator is supporting programs in ten communities in San Diego, Detroit, Boston, Toronto, Philadelphia, Melbourne, Israel, Seattle, Indianapolis, and Houston.

Following are five key findings from an End-of-Program Survey and a Long-Term Follow-Up Survey completed by 49 teens who had been on twelve JTFBs in San Diego, Detroit, Boston, Toronto, Philadelphia, and Melbourne during the 2015–2016 and 2016–2017 program years and Long-Term Follow-Up Interviews with 21 of those teens. Long-term follow-up surveys and interviews occurred 1.5 to 2.5 years after teens' initial board experience, depending on which program year in which they participated.

Teens' foundation board experience strengthens their Jewish identity and sense of connection to the Jewish community as they launch into young adulthood.

1. **JTFB alumni stay involved in the Jewish community and still experience the strengthened Jewish identity they reported at the end of the foundation board program.** Participating in JTFBs helps teens maintain their involvement in the Jewish community and their strong Jewish identity. They credit the experience on JTFBs with strengthening their sense, appreciation, or understanding of the Jewish community or their place in it and strengthening their Jewish values (see pp. 7-8, 10-12).



2. **JTFB Alumni who no longer live with family maintain high involvement in the Jewish community and their positive Jewish identity stays strong, despite decreased involvement in Jewish rituals.** In contrast with alumni who are still living with their families, those who have moved away at long-term follow-up report decreased involvement in Jewish rituals; in spite of this, alumni maintain their high levels of involvement in Jewish community and positive Jewish identity (see pp. 8-9).
3. **JTFB alumni are still strongly self-identified and active as changemakers.** Participating in JTFBs helps teens maintain their strong self-identification as changemakers and supports teens' continued engagement in changemaking efforts. Alumni believe their experience on JTFBs deepened their commitment to changemaking, to populations or causes, or to their own communities; strengthened their Jewish values associated with changemaking; and built their skills and confidence to affect change (see pp. 12-13, 15-16).
4. **All JTFB alumni plan to do changemaking activities in the future, even if they take a break during the transition to college.** Though alumni who were in college at long-term follow-up are less likely to report current engagement in changemaking efforts, all plan to engage in such efforts in the future (see pp. 13-14).
5. **JTFB Alumni greatly value how the program provided them with skills and new opportunities for growth that they recognize as rare for teens.** Alumni were most likely to identify the opportunity to gain valuable skills and experience, particularly related to philanthropic giving, as highlights of their board participation. Many reflected on the uniqueness of the opportunities provided by the program, particularly for teens, citing how it offers new experiences and presents new challenges that are particularly meaningful and empowering (see pp. 17-20).



Introduction

The JTFN launched the Foundation Board Incubator in 2014 to seed and support the sustainable growth of community-based teen foundations globally. It aims to empower teens at all levels of Jewish engagement to serve as local philanthropic leaders, grounded in their Jewish identity and values. The design of the Incubator is based on best practices learned from teen philanthropy programs across North America. Its hallmarks are

- a **philosophy** defined by a focus on Jewish education, elements of teen empowerment and leadership, and creating diverse boards;
- a customizable **grantmaking curriculum** that guides teens through mission statement development to award making and provides teens with leadership opportunities;
- community commitment to hire **dedicated staff** to oversee the program, a major indicator of program success and growth;
- **community involvement** in the form of local funding champions and an adult advisory council to incorporate expert guidance and support program sustainability; and
- elements that go **beyond the board**—including parent enrichment, alumni programming, and expansion to multiple boards—to expand the impact throughout the community.

At the time of this writing,

- two sites in the first Incubator cohort—in **San Diego** and **Detroit**—are in their fifth year of programming;
- three sites in the second cohort—in **Boston**,¹ **Toronto**, and **Melbourne**—are in their fourth year of programming;
- one site in the third cohort—in **Philadelphia**—is in its third year;
- and four sites—**Israel**,² **Seattle**, **Indianapolis**, and **Houston**—are in their first year of programming but not included in this study.

Host organizations in each cohort engage in a three- or five-year partnership with local funders and JTFN, receiving decreasing amounts of JTFN funding and support each year as the fundraising and operational capacities of the JTFBs grow.

¹ During Boston's first two program years, two boards were run at two coordinated sites; they have since combined.

² The site in Israel also piloted the program two years ago.



To help JTFN, the Incubator’s funders and local organizations communicate the value of the JTFBs and inform refinements to the model that will maximize its uptake and impact. JTFN engaged ORS Impact to conduct a comprehensive evaluation of program outcomes among participating teens—in the short and long term—and the Foundation Board Incubator landscape and process. The results summarized in this report are part of the long-term teen outcomes evaluation. It addresses the following learning questions:

- A. Is the Incubator resulting in the achievement of priority long-term outcomes³ for participating teens, including the following:
 - Increased/sustained positive Jewish identity and involvement in Jewish rituals and community
 - Increased self-identification as a changemaker
 - Increased leadership and changemaking, locally and globally
 - Increased/sustained engagement in philanthropic activity, locally and globally
- B. How did teens’ experiences in the JTFBs support their attainment of the long-term outcomes?

Methods

The results summarized in this report are based on three confidential⁴ data sources:



End-of-Program Survey (Spring 2016 and Spring 2017⁵): This brief online survey was administered to teens by host organizations during the final meeting of their JTFBs. In addition to assessing short-term outcomes, the survey assessed initial levels (or “baselines”) of the long-term outcomes listed above. It also asked teens for permission and contact information for the purpose of long-term follow-up. Prior to survey implementation, host organization staff sent an email message to the parents of participating teens informing them about the upcoming survey and giving them the opportunity to opt out on behalf of their teens.



Long-Term Follow-Up (LTFU) Survey (October through November 2019): Via email and text, ORS Impact invited all teens who had provided contact information on their End-of-

³ See Appendix A for JTFN’s Theory of Change for teens who participate in the JTFBs.

⁴ Teens were assured that identified information would remain confidential within ORS Impact.

⁵ JTFN continued supporting End-of-Year Survey administration in subsequent years—only the data collected during these two springs are included in this long-term outcome analysis.



Program Survey in 2016 and 2017 to complete this brief online survey. The survey assessed current levels of the long-term outcomes one-and-a-half to two-and-a-half years after they first participated in a JTFB (one-and-a-half years for those who first completed the program in Spring 2017 and two-and-a-half years for those who first completed the program in Spring 2016). To incentivize participation, teens were entered into a lottery for \$180.



Long-Term Follow-Up (LTFU) Interview (December 2018 through January 2019): Based on teens' responses to the LTFU Survey, ORS Impact purposively selected an interview sample that would represent all program communities and contain a predominance of teens reporting current engagement in social impact activities. Teens were invited to participate via email and text. The 30-minute phone interview asked teens to explain further their engagement in social impact and Jewish activities and share if and how their experience on the JTFB influenced their outcome attainment. Again, to incentivize participation, teens were entered into a lottery for \$180.

About the Long-Term Follow-Up Participants

Across the six participating communities and seven sites,

- 300 teens completed the program in the Springs of 2016 and the Spring of 2017,
- 231 teens completed an End-of-Program Survey (77% of program completers),
- 119 provided contact information for long-term follow-up purposes (52% of survey completers), and
- 49 completed the LTFU Survey (44% of the 111 whose contact information was still valid).
- Twenty-one completed a phone interview (58% of the 36 invited).

The teens who completed the program, End-of-Year Survey, LTFU Survey, and LTFU Interview were proportionately similar across the seven sites that hosted JTFBs during the 2015–2016 and 2016–2017 program years—that is, no site was disproportionately represented in any of these groups, though participants in Toronto groups are underrepresented in both LTFU efforts (see Appendix B). Furthermore, teens who completed the LTFU Survey were similar to those who did not in terms of their baseline levels of involvement in Jewish rituals, involvement in Jewish community, Jewish identity, and self-identification as a changemaker (all comparisons based on End-of-Program Survey data).

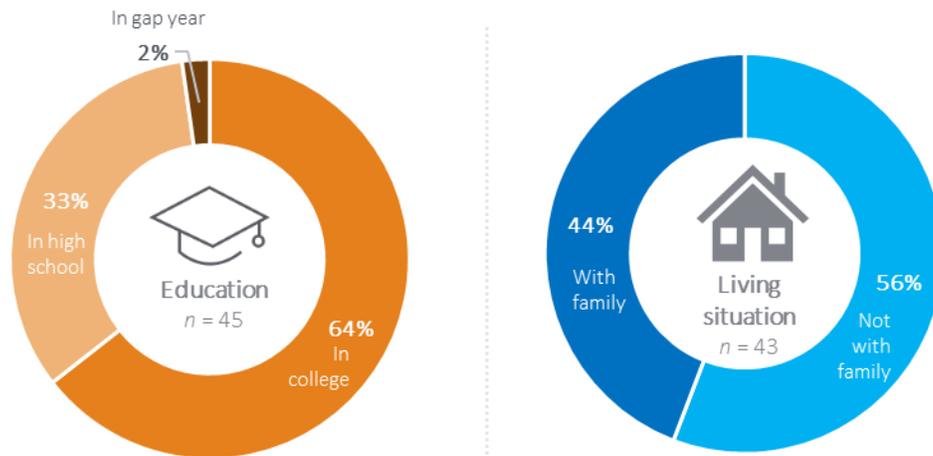


These results suggest the LTFU Survey participants represented well the larger group of teens who completed the program during the two program years. The JTFB alumni who completed the interview may, however, be considered among the higher-engaged of program participants: 11 (52%) had completed two or three years of the program (33% and 19%, respectively). Three of these teens were participating in their third JTFB at the time of the interview.



The Long-Term Follow-Up Evaluation was designed to capture teen outcomes as they launch into young adulthood. Although most of the teens were living apart from their families when they participated in the LTFU Survey and Interview, some were still in high school and living at home (see Figure 1). A few were in college and still living at home, and one had graduated high school but was not yet in college (sometimes called a “gap year”). Their median age was 18.⁶

Figure 1 | Education Status and Living Situation at the Time of the Long-Term Follow-Up⁷



Long-Term Teen Outcomes

Results provide strong support that participating in JTFB programs helps teens sustain their involvement in Jewish rituals and community, positive Jewish identities, self-identification as changemakers, and involvement in changemaking activities, through providing experiences that they find to be meaningful and upon which they can draw as they launch into young adulthood.

⁶ More information about JTFB participants can be found in the Short-Term Teen Outcome reports for program years 2015–2016 and 2016–2017, including affiliation with formal Jewish community structures and Jewish denomination.

⁷ Percentages may not total 100% due to rounding.



Outcomes Related to Judaism

Overall, teens who participate in JTFBs maintain their involvement in the Jewish community and their positive Jewish identity, even after leaving their families to live on their own. They credit the experience on JTFBs with strengthening their sense, appreciation, or understanding of the Jewish community or their place in it and their Jewish values.

Overall, JTFB alumni stay involved in Jewish rituals and community more than a year after participating in the program.



One-and-a-half to two-and-a-half years after the end of their first year of being on a JTFB, teens, on average, maintain their involvement in Jewish rituals and Jewish community (see Figure 2 and Key Finding 1 in Executive Summary).

Figure 2 | Average Involvement in Jewish Rituals and Involvement in Jewish Community Maintained from Program End to LTFU (n = 46)



Note: The observed decreases are not statistically significant and therefore not considered “true” decreases.

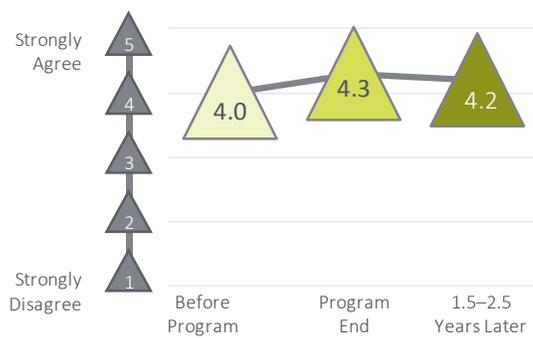


Overall, JTFB alumni maintain their gains in positive Jewish Identity.



One-and-a-half to two-and-a-half years after the end of their first year of being on a JTFB, teens, on average, are maintaining the gains in positive Jewish identity that they made from participating in the program. (This is the only outcome assessed retrospectively in the End-of-Program Survey; see Figure 3 and Key Finding 1 in Executive Summary.)

Figure 3 | Average Gain in Positive Jewish Identity Maintained from Program End to LTFU (n = 48)



Survey items indicating positive Jewish identity:

Being Jewish is an important part of who I am.

Being involved in the Jewish community is important to me.

Connecting with other Jewish people is important to me.

My Jewish heritage is important to me.

Many or most of my values are Jewish values.

I feel connected to my Jewish heritage.

I feel connected to the Jewish community.

I feel connected to Jewish people around the world.

Note: The observed increases from “Before Program” to “Program End” and to “1.5–2.5 Years Later” are statistically significant; further, the decrease from “Program End” to “1.5–2.5 Years Later” is not statistically significant and therefore not considered a “true” decrease.

JTFB alumni who no longer live with family have significantly lower involvement in Jewish rituals, but they maintain involvement in the Jewish community and their positive Jewish identity.



Because the transition away from family is likely to be a teens’ first challenge to maintaining their ties to Judaism through young adulthood, we explored whether changes across time in the Judaism-related outcomes differed by whether a teen was still living at home with their family at long-term follow-up. Notably, results showed that, unlike teens who still live with their families and maintain their involvement in Jewish rituals and Jewish community and their positive Jewish identity from program end to long-term follow-up, teens who live away from their families report significantly lower involvement in Jewish rituals at long-term follow-up compared to program end but maintain involvement in the Jewish community and a positive Jewish identity from program end to long-term follow-up (see Figure 4 and Key Finding 2 in Executive Summary).



Figure 4 | Averages for Judaism-Related Outcomes from Program End to LTFU by Whether Lives with Family at LTFU



Note: all but the one observed decrease labelled otherwise (in Figure 6A) are not statistically significant and therefore not considered “true.” The one labelled statistically significant is considered a “true” decrease.



JTFB alumni tend to characterize their Jewish identity based on values, sense of community, and engagement in Jewish traditions and activities with other Jews.



Most commonly JTFB alumni (N = 21) characterized their Jewish identity based on

- their Jewish values, including *tzedakah* and *tikkun olam* (75%);
- their membership within the Jewish community, several mentioning a feeling of belongingness and care for one another (75%); and
- the Jewish activities and traditions they engage in (65%).

As JTFB alumni prepare to launch into lives away from their families, their participation on a JTFB strengthens their Jewish identity and ties to the Jewish community.



Among all interviewed JTFB alumni (N = 21), most felt their experience in the board strengthened their Jewish identity (71%).

Most commonly, JTFB alumni (n = 15) shared the program strengthened their Jewish identity by

- strengthening their sense, appreciation, or understanding of the Jewish community or their place in it (67%) and/or
- strengthening their Jewish values, particularly *tzedakah* and *tikkun olam* (60%).

Some JTFB alumni attributed their strengthened Jewish identity to

- increased thoughtfulness about themselves in relation to their identity (27%) and
- how the program taught them ways to act on their Jewish values (20%).

A couple of JTFB alumni attributed it to increasing their awareness of the struggles within the Jewish community, locally and globally (13%).



In their own words:

“[JTFB] was the first experience I had where I was highly involved in something connected with doing good in the world through Judaism, which is something I think is very important embodied through Jews from where I'm from and Jews all over the world; it's tzedaka, giving back to the world. So that really drove me, I think to continue that experience throughout high school and brought me to that through college is I'm trying to give back to the world.” —JTFB Alumnus



“I think [JTFB] did encourage me to stay involved in the Jewish community and rightfully so because I think it's an amazing community to be part of. Everybody's, I feel, looking out for each other and stuff like that. So yeah, a lot of the values taught in Jewish teen board drew me closer and especially now, although I would say I'm a little less connected than I was before going through the Jewish day school, but I still have those values that want to keep me connected and even in the future become even more connected.” —JTFB Alumnus

“[JTFB] definitely motivated me to keep on trying to get involved in the Jewish community after high school because in the beginning of high school when I was a freshman and sophomore I just thought that I was going to be involved in the Jewish community just in high school, and then once I get to college, I didn't need to do that anymore. But [JTFB] showed me that I wanted to be involved throughout my whole life and not just my youth.”—JTFB Alumnus

Their experience on a JTFB also supports their continued participation in Jewish activities.



Among the JTFB alumni who felt this way (n = 9),

- two-thirds said their experience on the JTFB increased their motivation to be involved in other Jewish activities (67%)—because, for example, they had really enjoyed being around other Jewish teens or feeling a part of the Jewish community; and
- one-third said it increased their awareness of particular Jewish activities in which they could participate (33%).



In their own words:

“It's hard to say specifically if it's [JTFB] that led me to be more involved with the Jewish aspects of my life, but I did end up co-leading a religious group at my school, which was not a big deal, but it was something in the right step toward advancing multiculturalism from a religious standpoint. And I think it's safe to say that the board gave me a sense of Judaism as something that needs to be cherished, not something that you just have. I think that Judaism isn't something that we should take for granted. . . . It's a lot more than what a lot of people take it to be. So I think it's safe to say that [JTFB] talked to us about community and that was a big aspect of it and it helped me kind of understand Judaism a lot more than from what I originally thought it was.” —JTFB Alumnus

“I joined [a teen advisory board for a program affiliated with a Lubavitch community] because . . . I had a really good experience with the Jewish members



on [JTFB]. I thought that I could meet different Jewish teens and maybe have a really good experience with them too because I feel like I definitely share a lot of similarities with Jewish teens with similar things that our parents taught us and stuff like that. . . . I don't really live by a lot Jewish teens, so it's sort of hard to do a ton of things with [them, so] I definitely thought about that aspect of [that board] before joining it.” —JTFB Alumnus

Outcomes Related to Changemaking

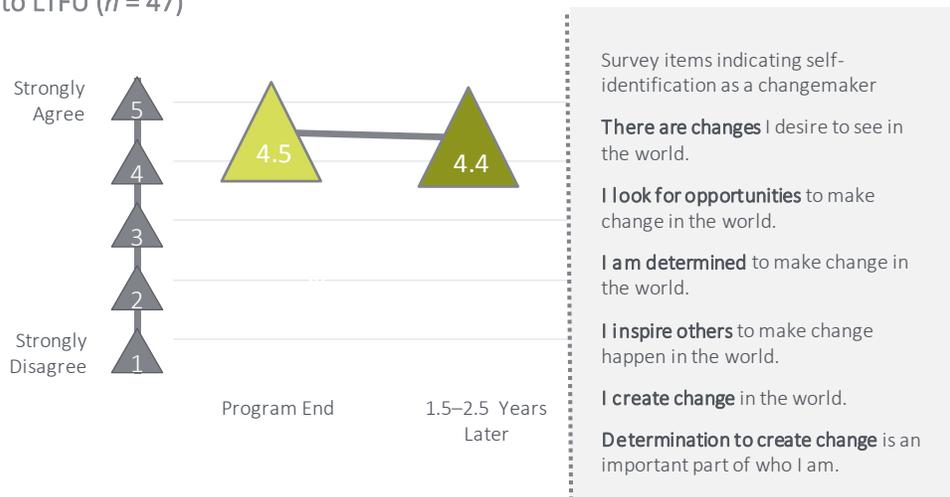
Teens who participate in JTFBs leave the program highly self-identified as changemakers and poised to continue engaging or to engage for the first time in changemaking activities locally and globally. They attribute their decisions to engage in changemaking efforts and the quality of their engagement in such efforts, at least in part, to experiences they had in the JTFBs, particularly how the experiences provided motivation to continue creating positive change in the lives of others and helped strengthen their Jewish values.

Teens report levels of self-identification as a changemaker comparable to the high levels they reported at the end of the program.



At the end of their first year being on a JTFB and at long-term follow-up one-and-a-half to two-and-a-half years later, teens, on average, self-identified highly as changemakers, as indicated by their strong agreement with statements related to their awareness of needed change in the world and their activation and determination to create such changes (see Figure 5 and Key Finding 3 in Executive Summary).

Figure 5 | Average Self-Identification as a Changemaker Maintained from Program End to LTFU (n = 47)



Note: The observed decrease is not statistically significant and therefore not considered a “true” decrease.



In their own words:

“There's a lot of Jewish people [on my college campus], but there is some hate on the campus, which I didn't really like, I wanted to do something about that, especially with professors last year and this year denying letters of recommendation to students who wanted to study abroad in Israel, and then through some demonstrations on campus about Palestine and the West Bank. And so I wanted to do something. So that's when I started looking into getting involved [in a campus-based advocacy group].” —JTFB Alumnus

“I think in general it's good to have a cause whenever you can. If it's something that you're doing actively or passively with your time, just being able to say to yourself that no matter what you're doing with the rest of your life, that you're still helping a goal, and you're still out there for people in the world, not just spending your time focused on yourself, I think for me that's really important.” — JTFB Alumnus

Most JTFB alumni are currently engaged in changemaking activities, and all plan to be a part of such efforts in the future.



One-and-a-half to two-and-a-half years after first being on a JTFB, 57% of alumni reported on the LTFU Survey ($n = 43$) that they are currently involved in a philanthropic activity (other than another JTFB) or other effort aimed at changing the lives of others. Although this percentage is slightly down from what these same teens reported on the End-of-Program Survey (64%, representing three fewer teens currently engaged), all interviewed JTFB alumni ($N = 21$) reported they plan to be involved in changemaking activities in the future. The decrease in current changemaking activity involvement may in part be due to several alumni taking time to focus on the relatively new demands of college: 43% of teens in college reported current engagement in a changemaking effort on the survey, compared to 75% of teens not in college ($p < .06$). Consistent with this finding, a few of the interviewed teens mentioned the demands of college as a challenge to participation in changemaking efforts (see Key Findings 3 and 4 in Executive Summary).



In their own words:

“I do plan on being a part of these activities in the future, whether it's through my synagogue or through JTFN or through whatever it is. I feel it's very important to me that I be a part of this and be part of being a philanthropic. I think it's really important. I currently don't have anything right now because school has been taking up my time recently, but I plan to do it later on in the future.” —JTFB Alumnus



“Since I’m only a [college] freshman, I haven’t looked into it that much yet since I’m just trying to like focus on school right now, but next semester I’m going to. I’ve already looked into it a little bit, but I’m looking into a lot of clubs and community service opportunities and things such as that.” —JTFB Alumnus

When describing their future changemaking activities, some JTFB alumni specifically mentioned philanthropic efforts.

Among interviewed alumni ($N = 21$), just under one third expressed plans to engage in philanthropic activity when describing future changemaking efforts in which they thought they would engage.



In their own words:

“I don’t know how soon, but like I said before, [JTFB] is very unique experience. I haven’t seen anything remotely close to it, and because of its nature, it kind of inspired me. At one point, when I do make my own money and have a full-time job and my own family, I would love to contribute and apply these things that I learned and continue the value of Jewish unity in the community because I think that’s something so important for the next generation to understand.” —JTFB Alumnus

“I think when I’m actually supporting myself in the real world, I could see myself either getting involved with organizations or using what I learned through the board to help judge or pick what organizations to donate to, I would say.” —JTFB Alumnus

The changemaking activities in which JTFB alumni are currently involved show they are engaged both locally and globally.



Although most of the activities in which JTFB alumni are currently engaged are local or national in scope, several of the activities were globally oriented, many toward Israel (see Figure 6). Teens’ current changemaking activities also tended to be

Figure 6 | Scope of Changemaking Activities in which Currently Engaged ($n = 41$ activities)





- oriented toward helping individuals and families (59%), including many that involve supporting younger children in a school setting (17% of all activities), and/or
- part of a school-based experience (51%), including through a sorority or fraternity (10% of all activities).

And many were

- Jewish-related (hosted by Jewish entities or benefiting Jewish population, 29%) and/or
- advocacy-oriented programs (24%).

Most alumni feel their experience on the JTFB affected their decision to participate in another social impact activity and/or the quality of their contributions to the activity.



Of the 19 alumni who participated in another social impact activity after their first year on the JTFB, 79% felt their experience on the JTFB provided motivation to participate in a social impact activity (68%) and/or improved the quality of their participation (63%; see Key Finding 3 in Executive Summary).

- Among those who felt their experience affected their decision to participate ($n = 13$),
 - just over half felt they wanted to continue having a positive impact on the cause, community, or population they impacted on the board (54%),
 - just under half spoke of their strengthened Jewish values playing the role (46%), and
 - just under half felt they wanted to continue having a positive impact on people and their community (46%).
- Among those who felt their experience on the JTFB affected the nature of their participation ($n = 12$),
 - half spoke about how the skills they gained strengthened the new activity (50%),
 - just under half spoke of how their listening and consensus-building skills positively affected their participation (42%),
 - and just under half spoke of how their experience on the board gave them the confidence to participate more actively or take on a leadership role in the new activity (42%).



Some JTFB alumni also mentioned other reasons for doing social impact activities.

Among the 19 alumni who participated in another social impact effort after their first year on the JTFB, additional reasons included the following:

- Had previous ties to volunteering or a particular type of activity (37%)
- Enjoyed the experience of working with a particular population—the activity was fun (32%)
- Encouraged by others to participate, including family, a group they belonged to, and friends (32%)
- Observed a need to affect change (32%)
- Enjoyed or saw how they were making an impact (32%)
- Wanted to support activity that was important in their own life while growing up (32%)

Additional Outcomes

JTFB alumni shared additional impacts of the program that they did not directly relate to their engagement in social impact efforts, their engagement in Jewish activities, or their Jewish identities.



Among those who described effects of the program that they did not directly relate to their engagement in social impact efforts, their engagement in Jewish activities, or their Jewish identities ($n = 18$),

- most spoke about the meaningful skills they had gained (72%)—for example, related to philanthropy (39%), consensus building (33%), and leadership (22%);
- several also spoke about how the program helped broaden and deepen their understanding of ways to act on their Jewish values and make change in the world (28%); and
- some talked about how the program helped them realize a particular passion or interest that would inform their future professional life (22%).



In their own words:

“I now use those leadership skills and I've transferred them to different things, not just for Jewish community stuff, but as well as for jobs and for, and for different and for different things. Even just the interviews and talking to people, I think it really benefited me because I'm able to now get out what I want to say and be



able to be a part of the conversation more rather than just sitting on the back burner and waiting for somebody to talk to me.” —JTFB Alumnus (who reported no impact on social impact activity involvement)

“When I went on [the site visit to the Court Appointed Special Advocate (CASA) program], this was a ninth grade, I had the privilege of hearing people that went through the program and were now being legal advocates themselves for foster children. And I was just so inspired by the work that they were doing and the things that they were accomplishing, the success stories that I was hearing, that it really was a big part of me wanting to be a lawyer and work in child welfare and advocacy.” —JTFB Alumnus

Additional Reflections on the JTFB Experience

Alumni consistently shared how meaningful their experience on the JTFBs were, many commenting on its uniqueness, particularly because of its philanthropic focus and the amount of power and responsibility it gives to people at their early stage in life (see Key Finding 5 in Executive Summary).

If recruiting other teens for the JTFB program, alumni would emphasize the opportunity to gain valuable skills and experience, particularly related to philanthropic giving, and to give back to their community.



All interviewed JTFB alumni ($N = 21$) shared what they would highlight if they were going to recruit other teens to participate in the program:

- 86% would highlight the skills and experience teens gain, particularly related to philanthropy or the opportunity for personal growth.
- 52% would highlight the opportunity teens have to give back to the community in which they live.
- 43% would highlight an aspect of the program related to Judaism, most frequently the opportunity to get to know other Jewish teens—and specifically Jewish teens of different denominations—within a meaningful context.



In their own words:

“I would highlight the granting process to be one of the greatest parts of it. To be able to sit down and evaluate is a great thing. It’s unfortunate, sometimes you just want to be able to give money to everything. . . . I think at the end of the granting process, being able to say to these corporations and these companies or these charities that this money that we’ve raised is for you and for these great causes you support. . . . It’s a great feeling. I don’t think there’s anything else as great. Being able to look somebody in the eyes and let them know that the reason that I’m here today with money for the program is because you believe that what they’re going to do is going to change the world or change communities for the better. And I think that the feeling of the decision-making process and knowing that [at] the end of the day that you reached this point at your own volition, and it really makes you feel strong as a leader and as a person. . . . You feel a lot of empathy for these people and how they’re just trying to accomplish their own goals and their dreams and being able to help them accomplish that after your hard work is a feeling that is incomparable.” —JTFB Alumnus

Many alumni also spoke about the uniqueness of the experience afforded by the JTFB, particularly for teens.



While sharing what they would highlight if recruiting other teens to the program ($N = 21$), one third mentioned the uniqueness of the program, particularly for teens (33%), citing how it offers new experiences and presents new challenges that are particularly meaningful and empowering.

In their own words:

“Basically, [I would highlight] the important values and core beliefs that I established on there. It’s just so unique, so different than anything else I’ve ever seen. . . . [It] gave me the opportunity to do things that I’ve never done before and probably never will be able to do again, just because of the sheer design of the program, and I think it’s a super useful thing for everyone to have. Even recently, I’ve been sending out resumes, I’ve been looking for jobs, I still mention my philanthropy involvement and stuff like that. Super, super useful skills to have, and people understand the world of philanthropy is a big deal. . . . I would highly recommend this to anyone.” —JTFB Alumnus



“I would highlight the sense of achievement and fulfillment you feel when helping others, knowing that you're making a lasting impact on someone's life. My teen board experience was just really like, wow, this is the first time that I've done something that really means something. Like in high school I was doing algebra problems, taking temperatures, and mixing chemicals and stuff that doesn't really matter at the end of the day, but the teen board . . . I heard about it through my clergy at my synagogue and I was like, that sounds cool. It's something that means something, it's something that I can do. I can be like, wow, look back and I had an impact on something more than just like filling out this worksheet and chemistry class. It was an experience that wasn't offered previously, and I was like, I want to get involved in that.”—JTFB Alumnus

Several JTFB alumni reflected on why the site visits and being among a diverse group of Jewish teens were particularly powerful for them.



Throughout the interviews, some JTFB alumni shared reflections that revealed which aspects of the program experience they found particularly powerful:

- Site visits provided deeper understanding and instilled empathy.
 - Coming from a privileged background, it was eye-opening to see hardships others were experiencing in the larger community.
 - Seeing directly the people whose lives are affected by and within the organizations to which they granted funds helped them understand the power of philanthropy.
- Spending time with a diverse group of Jewish teens—particularly time discussing values—broadened perspectives on Judaism, Jewish community, and personhood more generally.



In their own words:

“Doing the site visits was eye-opening in the sense that I'd thought about homeless shelters or foster homes but you don't really know until you've gone. . . . I had never been to [a] large shelter. Everyone is going about their business, all packed together. It's different when you hear, see, and smell it; it's not the same as looking at videos on Internet. You start to see how people are dealing with the problems they have, not just homeless people—we visited [an organization] for kids with drug addiction. The places are meant for them to grow, but there's definitely an air of sadness, there's a reason they're there.” —JTFB Alumnus

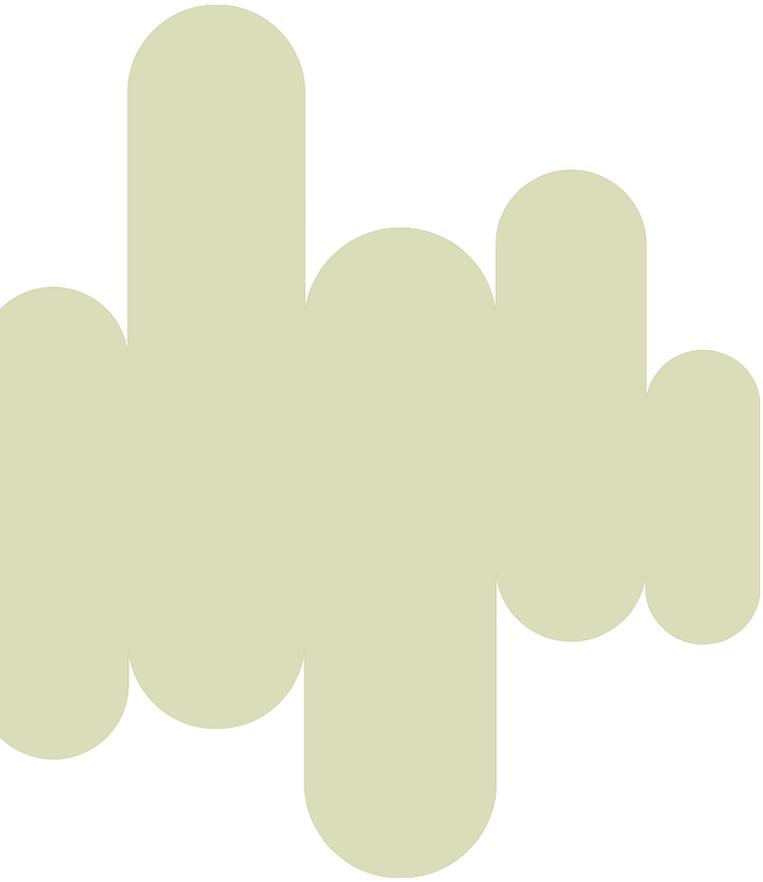


“This is the first program setting where I would be in a population that wasn't only orthodox and that was coed. That was a little bit scary just coming from a place that was unknown for me because I hadn't ever participated in a program like that before. So, I came in the first day totally not knowing what to expect, but thank God, it really all turned out well in the end. And you learn to really respect other people for who they are and respect other people for what they are.” —
JTFB Alumnus

Conclusion

As they prepare to launch into their lives apart from their families, teens who completed JTFB programs one-and-a-half to two-and-a-half years prior are maintaining their self-identification as changemakers, they are engaging in changemaking activities or planning to do so in the future, and they are maintaining their strong Jewish identities and senses of connection to the Jewish community.

Although many came to the program already engaged and identified in these ways, most attributed a strengthening of these outcomes—at least in part—to the unique experience they had on the JTFBs. Their reflections on the multiple ways their JTFB experience deepened and expanded their thinking and sense of commitment to changemaking and the Jewish community provide strong “proof of concept” for the Incubator.



Appendices

Strategies/
Activities

Community Organization Implementation of Foundation Board Program (5 years)

- Hire program staff
- Recruit cohort(s) of teen participants
- Implement foundation board curriculum annually, adhering to fundamental program components
- Conduct year-end program evaluation

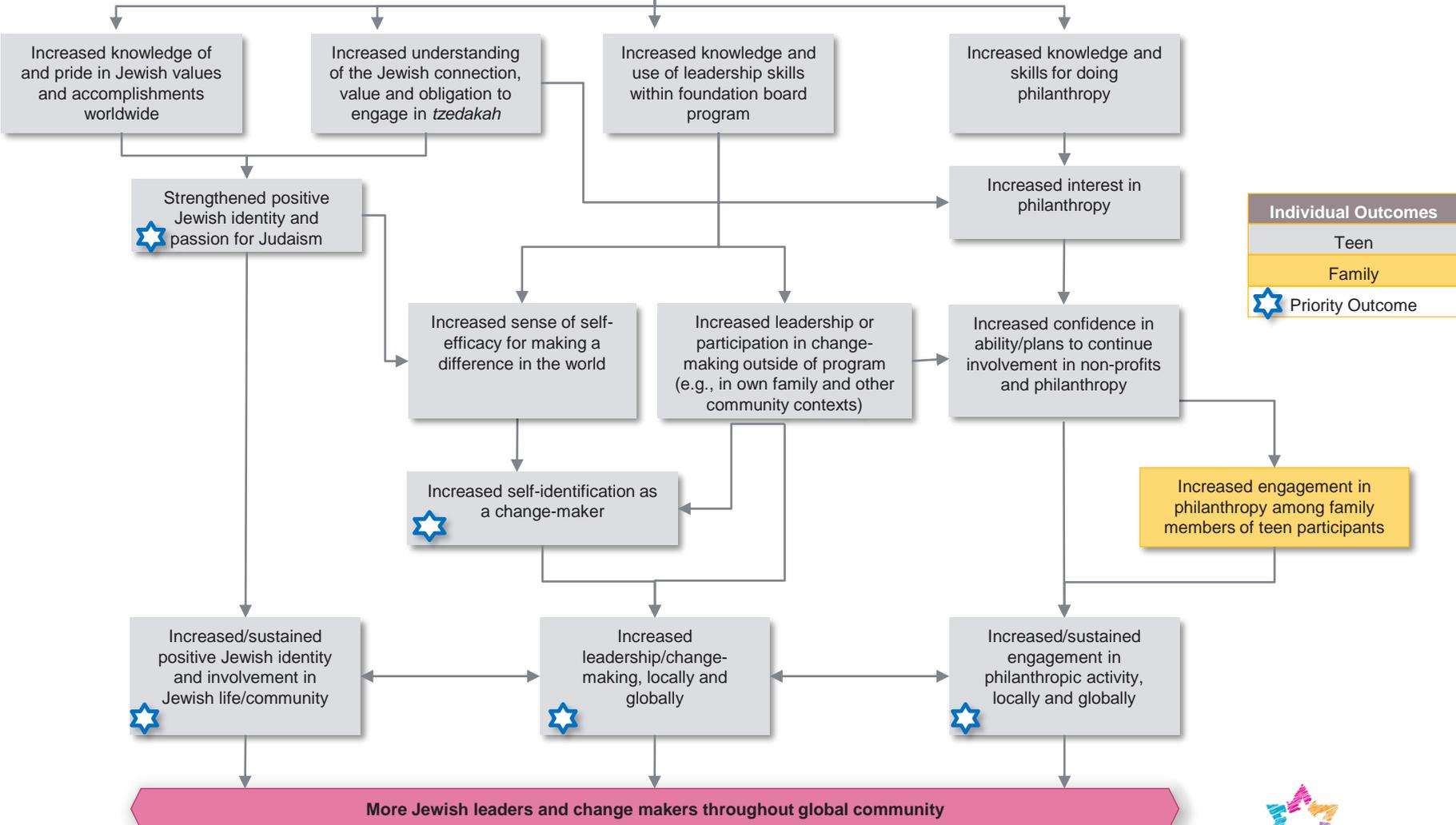
Teen Participation in Foundation Board Program (1+ year(s))

- Commit to program participation
- Attend immersive kick-off event and subsequent foundation board meetings
- Participate in grant making process, including site visits and award-making
- Participate in year-end program evaluation

Immediate Outcomes

Long-term Outcomes

Goal



Individual Outcomes

Teen
Family
★ Priority Outcome

Appendix B: Distributions of Teens Across Host Organizations by Population and Sample

Organization	Completed JTFB Program (N = 300)	Completed End-of-Program Survey (N = 231)	Completed LTFU Survey (N = 49)	Completed LTFU Interview (N = 21)
Jewish Community Foundation San Diego	13%	13%	20%	19%
The Jewish Fund (Detroit)	21%	24%	18%	24%
Combined Jewish Philanthropies—Gann Academy (Boston)	15%	14%	20%	19%
Combined Jewish Philanthropies—Hebrew College (Boston)	13%	19%	14%	14%
Jewish Federation of Greater Toronto	29%	23%	18%	19%
Australian Jewish Funders (Melbourne)	6%*	4%*	6%*	0*
Jewish Federation of Greater Philadelphia	3%*	3%*	2%*	5%*

**The 2016–2017 program year was the first year that Philadelphia started running JTFBs, and because of the alternate timing of the Melbourne program (May through December, aligned with the school year), only completers of their first year running the program were included in the follow-up study. Further, both were relatively small programs.*





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Missions Accomplished

