



VISION, MISSION, IMPACT

FY 2011 BBYO Annual Report



VISION

BBYO's pluralistic movement of Jewish teens, alumni, parents, volunteers and philanthropists will serve as the Jewish community's most valuable platform for delivering to the post Bar/Bat Mitzvah audience fun, meaningful and affordable experiences that inspire a lasting connection to the Jewish people.

MISSION

More Jewish teens, more meaningful Jewish experiences.

CHALLENGE

"For many of the adolescents we studied, becoming Bar/Bat Mitzvah is an end, not a beginning."

Being a Jewish Teen in America (Saxe, Kadushin, Kelner 2000)

OPPORTUNITY

Establish the post Bar/Bat Mitzvah teen years as a powerful Jewish experience that engenders pride and permanence.

OUTCOME

More Jewish teens will exhibit positive attitudes and behaviors about being Jewish while maintaining the values and relationships that strengthen the Jewish people.

From the Executive Director & President

Dear Stakeholders,

On behalf of BBYO's board and professional team, we want to thank you for giving us the opportunity and support to lead the BBYO movement. We are grateful that we can commit our talent to an endeavor that strengthens the Jewish community by bringing out the best in young Jews.



Estee Portnoy
Chair, BBYO Board
of Directors

Our annual "report card" offers a high level reflection on the performance of the organization during FY 2011 (July 1, 2010 to June 30, 2011). FY 2011 was a pivotal transition year for BBYO. It was a year in which we completed and launched a new five-year strategic plan. Part and parcel of this effort was a year-long project to rebrand BBYO, better linking the organization's proud history with the myriad

of opportunities now offered to connect and inspire Jewish teens.

BBYO's strategic plan offers an evolutionary approach rather than one that is revolutionary. We determined that our track record of growth precludes the need for systemic change. In FY 2011 we reached more than 31,000 teens, including membership growth of 7% in AZA and 10% in BBG. This was matched by record numbers of teens

participating in our core summer leadership programs as well as new community service and international travel programs. Most importantly, AZA and BBG has become a values driven, substantive experience for our teens, one which focuses their leadership training on making a difference in the world and the Jewish community.

BBYO's financial position remains strong. Alumni fundraising provided a consistent income stream as our FAN (Friends and Alumni Network) program grew by over 30%. Notably, FY 2011 saw BBYO receiving a record amount of donations designated for scholarships. This, along with the fact that we didn't raise prices on a vast majority of our programs (and lowered the prices on several), supported our vision to provide fun, meaningful and affordable experiences.

Our first cohort of 14 employees graduated from our Professional Development Institute, a three-year leadership training program which saw them receive their MBA from the Kelley School of Business at Indiana University and a certificate in Jewish Learning from Boston Hebrew College. Collectively our workforce now numbers 100 and in 2012 we will continue to set our sights on being the best place to work in the not-for-profit community.

Please feel free to reach out to us or our colleagues should you have any questions or suggestions about our work.

Best regards,

Estee Portnoy
Chair, BBYO Board of Directors

Matt Grossman
Executive Director

STRATEGIC PRIORITIES

1

Ensure continuity of the Jewish experience from adolescence into adulthood by impacting 70,000 Jewish teens by 2016 through an array of fun, meaningful and affordable experiences.

2

Create a community of leaders who are capable of and committed to strengthening the Jewish people, Israel, and the world around them.

3

Impact the attitudes and behaviors of Jewish teens by offering compelling programs and experiences in the areas of leadership, service and civic engagement, Israel education, and Jewish exploration.

4

Elevate the field of Jewish teen work through relationships that create synergies, expand access, and enhance quality.

5

Diversify and expand revenue streams to strengthen BBYO's capacity and capabilities.

BBYO is proud to preview the organization's new Five-Year Strategic Plan created to ensure our operations and business practices are aligned with our mission and vision.

Key Tactics

Program and Growth

Launch a values-based curriculum and new educational design framework

Place dynamic highly trained senior experiential educators in each geographic hub

Selectively establish strategic partnerships and alliances around key program areas including service, Israel and global experiences

Strengthen BBYO entry and exit points

Operational Excellence

Establish a metrics-based performance management system focused on impact

Develop broad-based fundraising and fee for service opportunities that strengthen BBYO's capabilities

Build "BBYO" as the organization's master brand

The following chart shows the progress we made this year in preparation to launch. A similar chart will appear in future reports to provide a quick glance at our greatest accomplishments towards our goal of reaching 70,000 teens by 2016.

SUMMARY OF ACCOMPLISHMENTS

Strategic Priorities

Progress

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- A team of outside experts and Jewish educators convened to establish Jewish education and enrichment objectives and indicators that will enable BBYO to measure its impact on teen participants

1 2 3

- Work with a major foundation began to design a program for identifying, on-boarding, and maximizing the impact of an initial cohort of Jewish educators to be called "Directors of Jewish Enrichment"

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- Work with the Joint Distribution Committee continued through the engagement of JDC/BBYO Fellows placed in four overseas communities with the task of linking global teens with local BBYO teens
- A deeper relationship with AIPAC was established as BBYO sent 96 teens and 19 regional delegations to AIPAC's High School Summit, 75 teens to AIPAC's Policy Conference, and AIPAC staff led sessions at six BBYO local and national programs
- Partnerships with Repair the World and Hillel grew to expand the Summer of IMPACT program to reach more college campuses

1 2

- BBYO programs for 6th, 7th and 8th graders grew 11%; a new brand to showcase these programs, BBYO Connect, is under development
- AZA/BBG teens served as mentors to middle school teens in 23 regions
- 18 regions built new partnerships with camps
- 9,000 teens participated in J-Serve, an international day of Jewish youth service, through BBYO

3

- Internal BBYO departments revised metrics which are now distributed to the Board of Directors monthly
- A long-term Impact Study was commissioned to set a baseline for BBYO to better measure attitudes, behaviors, values and relationships pre/post the BBYO experience

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- Major stakeholders approached and asked for long-term gifts to support new strategic plan
- New programs under development to add additional revenue streams

4 5

- Professional and lay leadership team collaborated with local DC design firm to establish new BBYO brand family
- Preparations made to launch new website redesign along with digital and print collateral at the beginning of FY 2012

DEVELOPMENT

BBYO's Development Department successfully completed FY 2011, raising a total of \$10,465,000, which represents a 12% increase from FY 2010.

Andrea Wasserman
Chief Development Officer



KEY ACCOMPLISHMENTS:

Friends And Alumni Network (FAN)

Sixteen FAN committees in communities throughout North America raised approximately \$1,545,000, a 22% increase from last year with over 700 new gifts. A gala in DC, alumni reunion and events in Memphis and New England, and a board and FAN leadership retreat at International Convention are just a few examples of the work of our 36 FAN committees.

National Unrestricted Campaign

Consistent with past campaign activity, the national leadership campaign closed with a strong showing of support from nearly 7,000 donors. The realization of a significant bequest along with growth in our \$25,000 and over giving level enabled us to raise approximately \$3,200,000, a \$200,000 increase over our goal.

National Restricted

Support of the Panim Institute remained strong as approximately \$985,000 in support of Panim operations was collected along with another \$320,000 in scholarship support. Additionally, relationships with leading foundations led to an increase in scholarship funding for domestic leadership programs and the JDC/BBYO fellows program.



TEEN TESTIMONIAL

I'm In A High School Fraternity

by Grant Hansell

Huffington Post

"I am proud to be able to say that BBYO truly has changed my life."

What makes the organization so appealing to its members is its ability to provide them with Jewish opportunities in a way that makes the teens feel like they are making a difference, because the truth is that they really are. I have become a more confident, charismatic, and just an outright better person because of BBYO.



CHALLENGES AND OPPORTUNITIES:

Throughout the coming year we will focus on refining and expanding our development operation. Our current practice relies heavily on a handful of major donors who give over \$100,000 annually in both restricted and unrestricted gifts. To address this, we intend to employ strategies to generate a significantly larger base of mid-range donors/ investors (\$1,000 - \$100,000), increase multi-year designated gifts from our top tier donors, create a more robust pipeline of general support through our direct mail and e-philanthropy while implementing a planned giving and endowment program.

Judith Finer-Freedman
Vice Chair, BBYO Board of Directors



"The support and commitment by thousands of alumni, parents, and friends through FAN has not only strengthened BBYO, but the entire Jewish community."

Make your gift to BBYO today

<https://bbyo.org/support/donate>

Have you considered including BBYO in your estate plan? For more information, contact Andrea Wasserman at awasserman@bbyo.org.

MARKETING AND COMMUNICATIONS



Diane Hockenberry
Senior Director, Marketing
& Communications

Revitalizing the brand of an organization is rare work, emerging only a few times in the history of a mature organization and generally only when they need repositioning to reflect significant growth and dynamic future plans. FY 2011 marked the year for this type of extraordinary change for BBYO.

KEY ACCOMPLISHMENTS:



BBYO Rebrand

The end of FY 2011 marked the end of a year-long research and development process to refresh BBYO's brand. The initiative launched to better illustrate the organization's growth as a teen movement by integrating our revitalized BBYO Connect program for 6th-8th graders, BBYO Panim Institute programs, BBYO Passport travel opportunities, and BBYO Friends and Alumni Network under one master brand that places AZA and BBG teens at the core of our movement.

Elevating the Teen Voice and Agenda

Through BBYO Insider (our social media presence) we have doubled the number of engaged users on Facebook and Twitter, involving teens in fun and meaningful conversations around their experiences with BBYO and their Jewish values. Additionally, we launched blogs to provide real-time updates, videos and photos to showcase our programs and events, written by local and international teens and staff directing our movement.

Media Relations

BBYO has a transformational impact on its teens and showcasing their good work remains a priority for the department. During the past year articles on BBYO teens making a difference in the world hit press outlets across the US with over 300 articles running in print and online media, hitting a collective audience of roughly 8.2 million. Broadcast placements include BBYO teens featured on MTV's "The Buried Life," and ABC's "Good Morning America."

Stakeholder Outreach

By redesigning our electronic newsletters, and adding regional, FAN and advisor editions, BBYO now reaches our audience with timely, high quality communications. In addition, we've increased traffic to the BBYO website by more than 40% over the prior year, expanding our reach to more teens, families and alumni with exciting updates on our teen's making a difference in the world.



TEEN TESTIMONIAL

Never Again: A Teen Takes Action to Honor These Words

by Julianne Simson
eJewishPhilanthropy

I recently participated in BBYO Panim Institute's Human Rights and Genocide Teen Issue Summit in Washington, DC. I learned that since the Holocaust ended in 1945, there has been 46 genocides.

As all of the participants of this amazing Summit agreed, we are responsible for making a change in the face of global genocide, and the time to act is now. Let's learn from history's mistakes and take responsibility as a human race. I will practice what I learned at my Panim Summit, and I hope you will do the same.



CHALLENGES AND OPPORTUNITIES:

The coming year will be focused on implementation of the branding, elevating our identity as a financially independent organization through our upcoming ten-year anniversary, directing more aggressive press and advertising placements, and coordinating messaging around our fundraising objectives.

"Our teens are truly our best sales force, but BBYO's sophisticated strategies regarding outreach and messaging provides a strong platform for teens to easily get involved in activities that interest them the most. The BBYO brand represents fun and meaningful teen programming in the Jewish community better than it ever has before."



Howard Wohl
Former Chair,
BBYO Board of Directors

PROGRAM AND FIELD OPERATIONS

The Program Department and Field Staff focus on supporting AZA and BBG chapters and our regional infrastructure while strengthening immersive experiences, campaigns and content — the key ingredients to building an engaged and growing teen movement. Each area reflects the organization's programmatic emphasis on service and civic engagement, leadership, and Israel education and advocacy.



Rabbi David Kessel
Chief Program Officer

KEY ACCOMPLISHMENTS:

Teen Impact

BBYO surpassed 31,000 participants this year — with notable growth in AZA and BBG membership. International Convention in Los Angeles was a gathering point of 800 teen leaders to advance the movement's priorities including: program excellence, globalization, and our service and Israel advocacy campaigns.

Teens Making a Difference Through Service and Advocacy

This year, AZA/BBG leaders launched the Stand UP for Each Other campaign to promote inclusion and respect and set a zero-tolerance for bullying and homophobia. Partnerships with Keshet, the ADL, and The Trevor Project produced program templates, equipping regions to run leadership trainings and community-wide events and rallies.

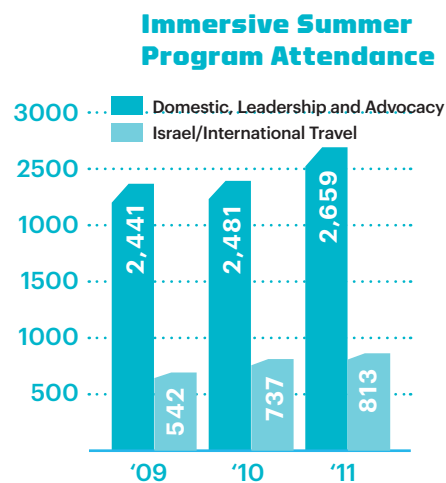
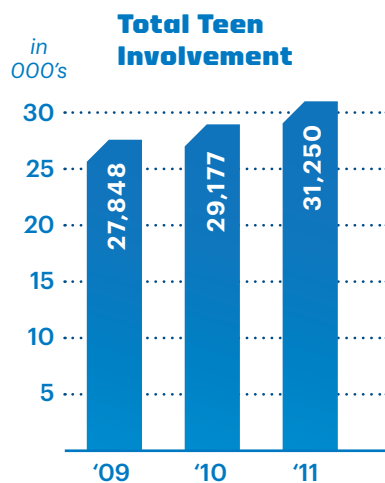
Our Speak UP for Israel Campaign launched in partnership with AIPAC and engaged 1,500 teens

in pro-Israel legislative action and education. AIPAC facilitated Panim Institute Seminars and sessions at International Convention and sponsored the AZA/BBG 'Why Israel is important to me' essay contest.

While Stand UP for Each Other and Speak UP have a unique focus, BBYO teens continue to further their service and advocacy efforts for a variety of causes. J-Serve, the National Day of Jewish Youth Service, engaged 9,000 teens in 140 service projects across North America and five... *continued*

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overseas communities. Strategic alliances with Repair the World and the Jewish Student Union strengthened the service-learning and brought the program into targeted public schools. The ongoing Stand UP service and advocacy campaigns generated \$150,000 in teen fundraising and 100,000 volunteer hours to support causes ranging from anti-poverty to human rights and education.

ANNUAL TEEN INVOLVEMENT



CHALLENGES AND OPPORTUNITIES:

As the bar/bat mitzvah experience fails to be a galvanizing moment for continued engagement in Jewish life, it becomes more and more challenging to create a pipeline into AZA and BBG. This will be addressed by BBYO's Connect program to reach middle school-aged teens.



AARON KATLER
Chief Field Officer

Immersive Highlights

CLTC, ILTC and Kallah grew 14%, reaching over 1,000 teens.

Summer of IMPACT grew 28%, reaching 240 teens across four locations including Israel.

BBYO Passport grew 13% and is now ranked as the largest Jewish teen travel provider reaching 965 teens and their families.

BBYO Panim Institute reached 2,200 teens through immersive experiences focused on service

and advocacy. Significant growth in immersive domestic and international summer experiences was driven by a renewed focus on affordability. BBYO raised and allocated more scholarship funding this year than for any other summer in our history, while remaining committed to being the high-quality, price-competitive leader in the market.

Field Restructuring

A major accomplishment in the field was restructuring the hubs and the senior field leadership model. We merged from seven hubs to five with the hope of infusing into each hub team Directors of Jewish Enrichment and Directors of Community Engagement as resources allow. We are piloting this new model of field leadership in two hubs before we fully implement the strategy across the entire field in FY 2012.

HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT

The Human Resources and Professional Development Department seeks to recruit and retain the best and brightest professionals by creating a positive work environment, opportunities for professional growth, and ensuring that its compensation and benefits program is competitive.



Professional Development Institute

This year marks the only year that all 35 PDI participants were enrolled in the program simultaneously. May saw the graduation of the first PDI cohort, with seven participants promoted within BBYO and the remaining seven taking jobs with other Jewish communal institutions. PDI capstone and field projects added value to the BBYO enterprise as a whole as they were shared with the field and used as resources in the creation of new initiatives.

KEY ACCOMPLISHMENTS:

Employee Satisfaction

According to a January employee satisfaction survey, close to 70% (anything over 60% is considered positive) of BBYO employees report having a high level of job satisfaction while working for BBYO. In response to the survey, BBYO further clarified its career path opportunities and launched additional opportunities for professional development.

Furthermore, BBYO's retention of high performing employees (unplanned turnover) was 97%, the organization's best performance in this area in years. The organization also began planning

to transition its field structure, building up the number of professionals focused on supervision, community relations and Jewish education in the field.

Evaluation of Staffing Needs

The Human Resources Department has worked proactively to evaluate staffing needs and create recruitment plans in order to meet the emerging staffing objectives outlined in BBYO's five-year strategic plan.

CHALLENGES AND OPPORTUNITIES:

Looking ahead, the Human Resources team will support the creation of an organizational culture that will make BBYO an "Employer of Choice." This objective will enable BBYO to recruit employees who, when given the option to work for any organization in the Jewish non-profit field, will choose to work for BBYO.

FINANCE

BBYO strengthened its cash position and financial transparency by putting in place new systems and efficiencies which led to BBYO's first system-wide audit.



Craig Mintz
Chief Finance Officer

	FYE 2011 Total	FYE 2010 Total
REVENUE		
Contributions	\$9,785,772	\$8,598,854
Member Dues	\$668,626	\$649,923
Program Fees	\$10,539,849	\$8,653,376
Federations	\$472,820	\$506,108
Other Revenue	\$581,720	\$574,693
Total Revenue	\$22,048,787	\$18,982,954
EXPENSES		
Program	\$9,287,082	\$7,384,468
Operations	\$3,750,117	\$3,586,422
Personnel	\$8,243,066	\$7,486,012
Total Expenses	\$21,280,265	\$18,456,902
Excess of Revenue over Expenditures from Operations	\$768,522	\$526,052

KEY ACCOMPLISHMENTS:

System-wide Audit

The Fall of 2011 saw the efforts of the finance department focused on BBYO's first ever system-wide audit (audit of the 2010 fiscal year) after a multi-year financial centralization effort. Achieving this level of financial visibility and control allowed for a more disciplined approach to budgeting and enabled more strategic decision making by program and field professionals.

Business Support

The Finance Department delivered top-notch business and financial consultative support to BBYO's regional staff through timely delivery of information, tools and analysis needed to reduce operating costs and strengthen the analytical support provided for regional events.

Affordable Programming

With the economy still impacting many families, BBYO worked harder than ever to ensure that program prices were as competitive as possible and that ample scholarship money was available for those in need. Thanks to its generous supporters BBYO was able to carve out over \$800,000 for this purpose, providing 40% of immersive program participants who could illustrate financial need with scholarship support.

CHALLENGES AND OPPORTUNITIES:

A major technology overhaul will allow for the streamlining of financial practices as they relate to the management of thousands of event registration and on-line donation transactions. An effort is also underway to improve BBYO's IT infrastructure so that it can better deliver data for the purpose of tracking key metrics.

Make your gift to BBYO today

<https://bbyo.org/support/donate>

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"BBYO has shaped my life, given me the leadership skills to succeed and a connection with my Judaism that I never had before."

Deborah, Clarksville, MD



**2020 K St. NW, 7th Floor
Washington, DC 20006**



"For me, BBYO is the perfect mixture of friendship, Judaism, fun and leadership."

Alex, Wilmington, DE

