

Aiming Higher

BBYO FY 2012 Annual Report



**Another year
of growth —**

**on our way to
70,000 teens.**

BBYO's recent strategic plan aims to reach 70,000 teens between 2012 and 2016. By involving over 36,000 teens during the 2012 academic year, we are well on our way toward that goal. Participation in our year-round leadership programs — AZA for young men and BBG for young women — continues to grow, as does the number of Jewish teens spending their summers with us at camp, in Israel and in unique programs around the world.

But the numbers only tell part of the story. The pursuit of our ambitious strategic plan is based on research and our own experience working with teens for close to 90 years. We're using what we've learned to invent — and reinvent — programs and experiences to capture the imagination and involvement of today's Jewish youth.

As a result, not only is teen involvement growing, but so is our circle of supporters. Contributions from our Friends and Alumni Network (FAN), which supports BBYO councils and regions across North America, have increased dramatically.

Some of the Jewish community's most influential foundations and philanthropists have renewed or initiated investments in our work. This has made it possible for BBYO to keep programs affordable while launching new initiatives to support our teens, volunteer advisors and professionals. It has also enabled BBYO to build a healthy balance sheet with an impeccable audit record.

Most importantly, during the challenging and formative teen years, BBYO helps Jewish teens from around the world find a connection — to Judaism and to each other.

The passion and commitment of our teen leaders and adult stakeholders allow us to offer moments that evoke emotion and shape lives. Together, we are confident that we can expand our movement, inspire Jewish teens and ensure our Jewish future.

**How are we
going to do it?**

For a glimpse
of what's to come
and a review of the
2012 fiscal year,
read on...



**We have
a plan.**

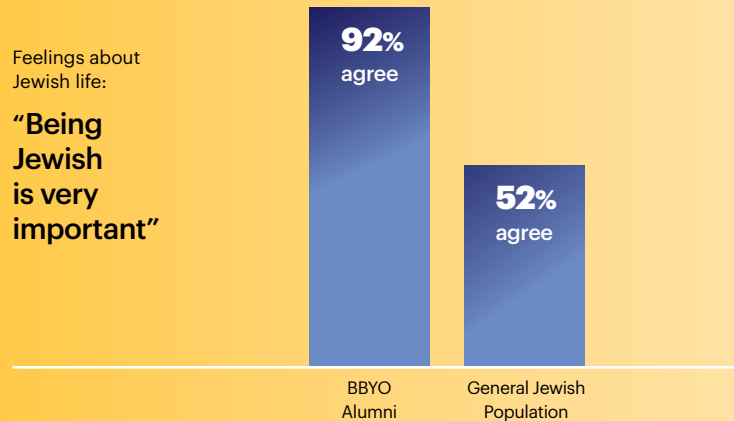
**And the
evidence
to back
it up.**



In June 2011, the Charles and Lynn Schusterman Family Foundation released the “BBYO Impact Study: Analysis of Surveys Conducted with Current BBYO Members, College-Age and Young Adult Alumni and Non-Alumni,” which took a look at the impact of participation in BBYO in the short, medium and long term. The results of this work, as well as the review of primary and secondary research, serve as the basis for our five-year strategic plan.

What did we learn?

More than 90% of BBYO alumni consider “Jewish life as very important” compared to only half of the general Jewish population.



Sources: The National Jewish Population Survey 2000-01: Strength, Challenge and Diversity in the American Jewish Population, a United Jewish Communities Report; September 2008 independent study of BBYO alumni

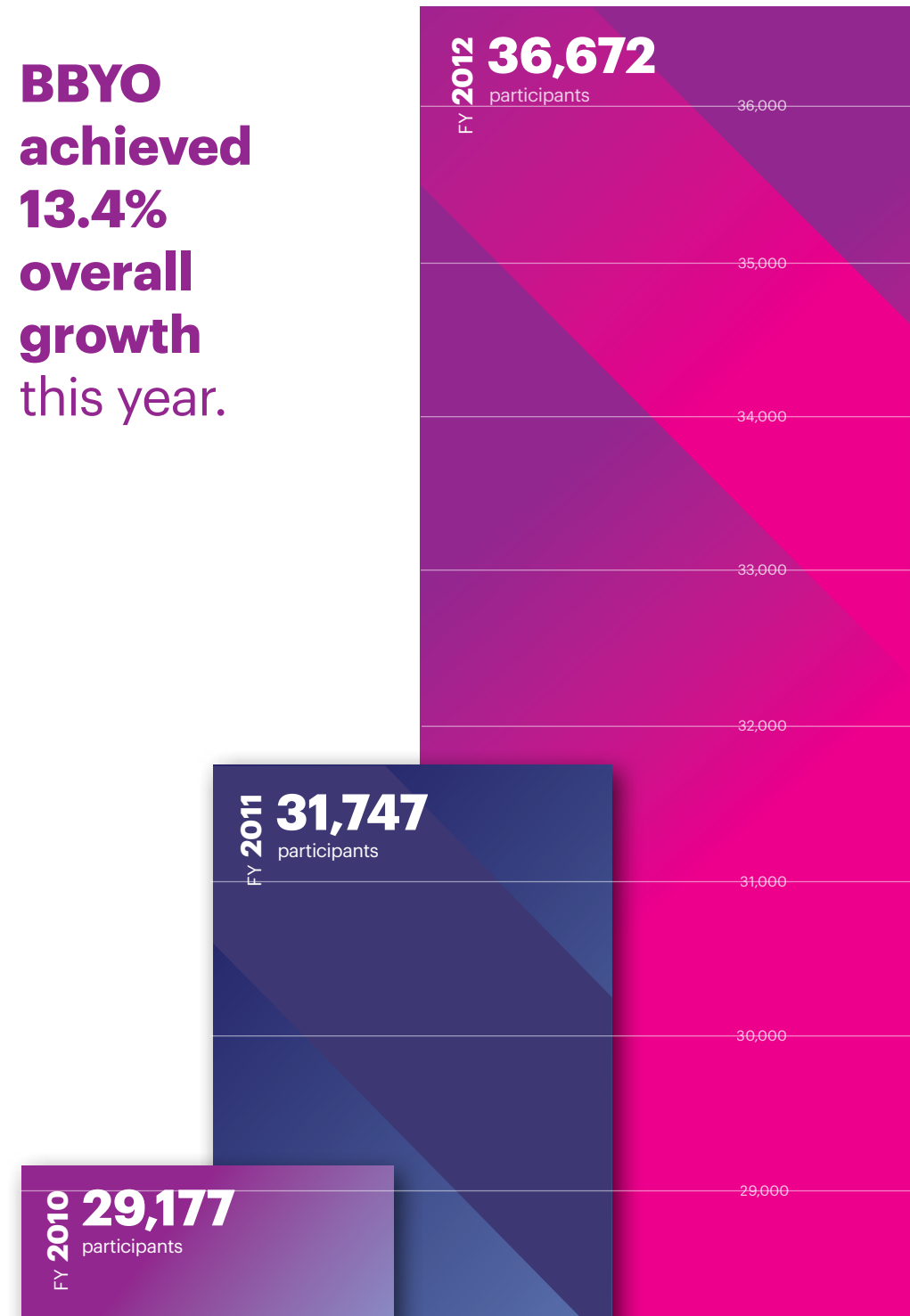
BBYO achieved 13.4% overall growth this year.

BBYO works.

We're teaching teens how to own their Judaism through programs and immersive experiences that endear them to Jewish tradition, practice and ritual. Teenagers involved in BBYO are more attached to Israel, more likely to have a Jewish partner and raise Jewish children. Our programs are ensuring our Jewish future.



BBYO Overall Growth 2010-2012



BBYO for all young people...

BBYO Connect

BBYO Connect, for teens in 6th – 8th grade, takes advantage of the excitement surrounding the Bar/Bat Mitzvah period and offers Jewish teens a variety of ways to connect with Jewish experiences and programs. These activities teach the Jewish community's youngest teens how to weave Judaism into their lives and entice them to make it a mainstay into adulthood. *BBYO Connect is BBYO's fastest growing program.*

AZA and BBG

BBYO's venerable leadership program for young Jewish men and women has been reinvented for the 21st century and attracts more teens each year. As part of AZA and BBG, teens plan programs, Shabbat services and community service activities, engage in campaigns and are role models for younger members.

AZA and BBG are teen-led. Teens set the goals for their Movement each year with new priorities. They seek to expand membership, address social issues, support Israel and broaden their international presence. In fact, through a partnership with the Joint Distribution Committee, BBYO teens have established relationships with teens in 20 countries.

“ *I attribute everything to BBG – it prepared me to be me. In it, I found my passions and learned the skill sets to be effective in any and all aspects of my life. I had the chance to learn from incredible mentors and friends who pushed me to dream big and achieve my goals. BBG meant everything to me in high school, and to this day I continue to value those experiences.* **”**

Emily Trotz
Alumna, BBYO
Cotton States Region
BBYO's 85th
International N'siah
(BBG Teen President)



...and the opportunities available to them

International initiatives

Today's BBYO teens are a committed lot. Through efforts like AZA and BBG Shabbat; Stand UP, BBYO's grassroots service, advocacy and philanthropy campaign; Speak UP, BBYO's Israel education and advocacy campaign; and J-Serve, the International Day of Jewish Youth Service, our teens show their commitment to community service, Jewish learning, philanthropy and advocacy. Through these programs alone, more than 10,000 teens participated in community service projects, 3,000 celebrated Shabbat at communal events in a single night and 1,265 advocated for causes that they cared about.

International immersive experiences

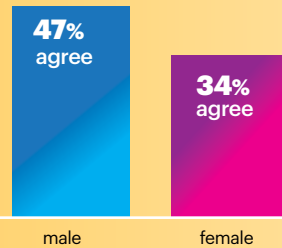
The spirit and camaraderie of the local BBYO experience is magnified during BBYO's international immersive experiences. School year programs like International Convention, Panim el Panim seminars and the March of the Living and BBYO's Summer Experiences, focusing on leadership, service, advocacy and Judaism at residential camps, college campuses and around the world, prove that fun can also be educational and meaningful. Participation in our international immersive experiences is growing.

What did we learn?

Many Jewish teenagers see their Bar Mitzvah as their graduation from Jewish life.

Feelings about Jewish education:

"Bar/Bat Mitzvah was graduation from Jewish life"



Source: Kadushin, Charles, et al., "Being a Jewish Teenager in America: Trying to Make It" (2000)

What we are doing

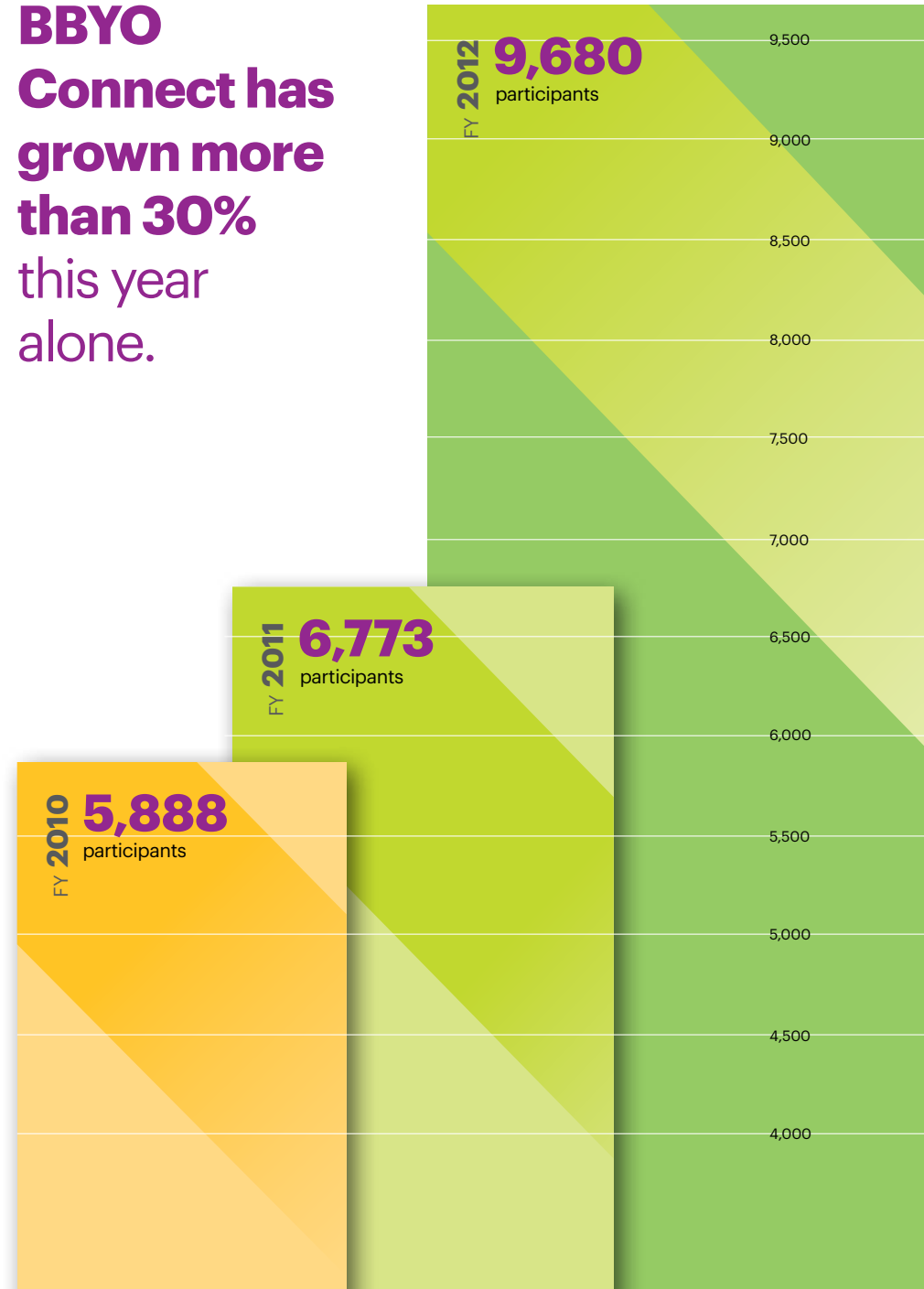
We see it as the beginning.

Our BBYO Connect program engages teens in 6th through 8th grade as they transition from being a Bar/Bat Mitzvah student to a high school student. Through social, Jewish enrichment and community service programming, they build a network of Jewish peers in a safe and supportive environment and get a preview of the BBYO teen experience. BBYO Connect has grown more than 30% this year alone, building an exciting membership pipeline for the longevity and success of BBYO.



BBYO Connect has grown more than 30% this year alone.

BBYO Connect Participation



We're bridging the gap between the Bar/Bat Mitzvah and graduation.



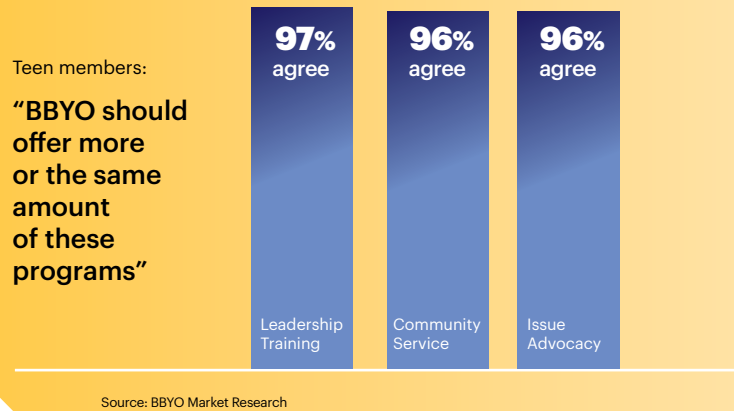
“BBYO Connect has given my son the opportunity to “connect” with Jewish kids his age in a special way. The middle school years can be hard emotionally and socially, but because of Connect he has the opportunity to make new friends throughout the year. He looks forward to attending the activities and is excited to be part of something bigger than himself.”

Carolina Kopinsky, mother of Nico, a BBYO Connect Participant, Sebastian and Matias, BBYO Lonestar Region members

We believe that the Bar/Bat Mitzvah time is the best opportunity to inspire Jewish young men and women to make Judaism a part of their teen years. BBYO Connect is designed to give teens a social, service-focused outlet to begin to design their Jewish experience. BBYO Connect is supported by AZA and BBG teens as “big brother” and “big sister” role models, the advisor network, BBYO’s professional staff and parent involvement. These programs provide young teens with a spectrum of experiences that spark an enthusiasm for Judaism and make the Bar/Bat Mitzvah a starting point instead of an end.

What did we learn?

Today's Jewish teens are looking for more than fun. They want to learn to lead.



What we are doing

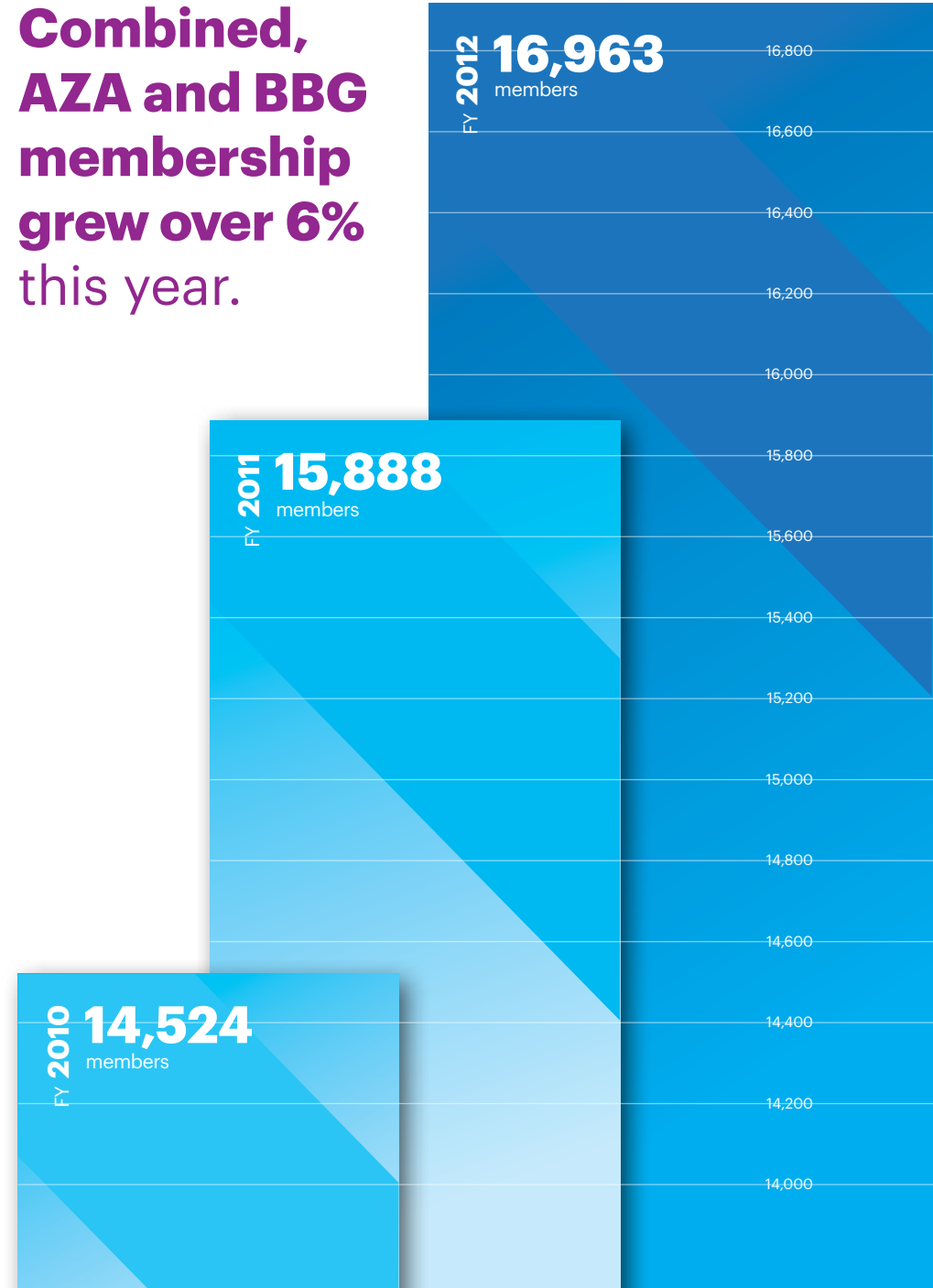
Teaching teens to lead and inspire their peers.

That's the idea behind our premier leadership program, AZA and BBG. BBYO involves close to 17,000 high school teens, and counting, as members in AZA and BBG. In local chapters, councils and regions, teens nurture their leadership and team-building skills by working together to shape their own programs and community service projects. In a program that is deeply rooted in tradition and Jewish values, teens find a place to fit in, be themselves and succeed.



Combined, AZA and BBG membership grew over 6% this year.

AZA/BBG Combined Growth



Jewish teens become leaders through AZA and BBG

AZA and BBG have helped young Jewish men and women around the world realize their leadership potential for nearly a century. As the core of the BBYO experience, they have been reinvigorated for the new millennium, and membership is growing each year.

What ensures AZA's and BBG's vitality and relevance to each generation of Jewish teens is that the young men and women themselves set the agenda. This year, the teens tackled some of the most pressing problems facing their peers and the Jewish community, while at the same time forging life-long friendships and attachments to Judaism.

Committing to service

Today's teens care about community — the one they live in and others around the world. The BBYO Panim Institute has brought immersive experiences in this area of interest, including Panim el Panim seminars and issue summits and rich educational content that is being infused in local BBYO programming. Through Stand UP, AZA and BBG teens select causes for their chapter, council or region to support, addressing issues and community needs as diverse as their interests. They have worked with children with special needs in Dallas, befriended seniors in San Francisco and brought Israeli Independence Day celebrations to isolated communities in Bulgaria.



Raising their voices as advocates

In addition to their advocacy efforts for domestic and international issues, AZA and BBG teens played a leading role in a national anti-bullying coalition and deployed a unique BBYO-developed peer-to-peer curriculum in high schools across North America. BBYO is the exclusive partner with The Bully Project in bringing the documentary film "Bully" to Jewish teen audiences, effectively turning movie theaters into classrooms and schools into safe spaces. Their work mobilized thousands to join in their anti-bullying petition and campaign.

“IMPACT: DC was an absolutely incredible experience. Leaving the program, I am so much more educated about real world issues and have a new outlook on service and advocacy. I am now even more proud to be an American Jew.”

Mia Spegelman

IMPACT: DC Alumna, BBYO Miami Region member

What did we learn?

Nearly three-quarters of teens yearn for meaning in their lives. They just don't see it through Judaism.

Importance of finding meaning in life

73% say finding meaning in life **in general** is very important/essential

31% say finding meaning in life **through Judaism** is very important/essential

Source: Kadushin, Charles, et al., "Being a Jewish Teenager in America: Trying to Make It" (2000)

What we are doing

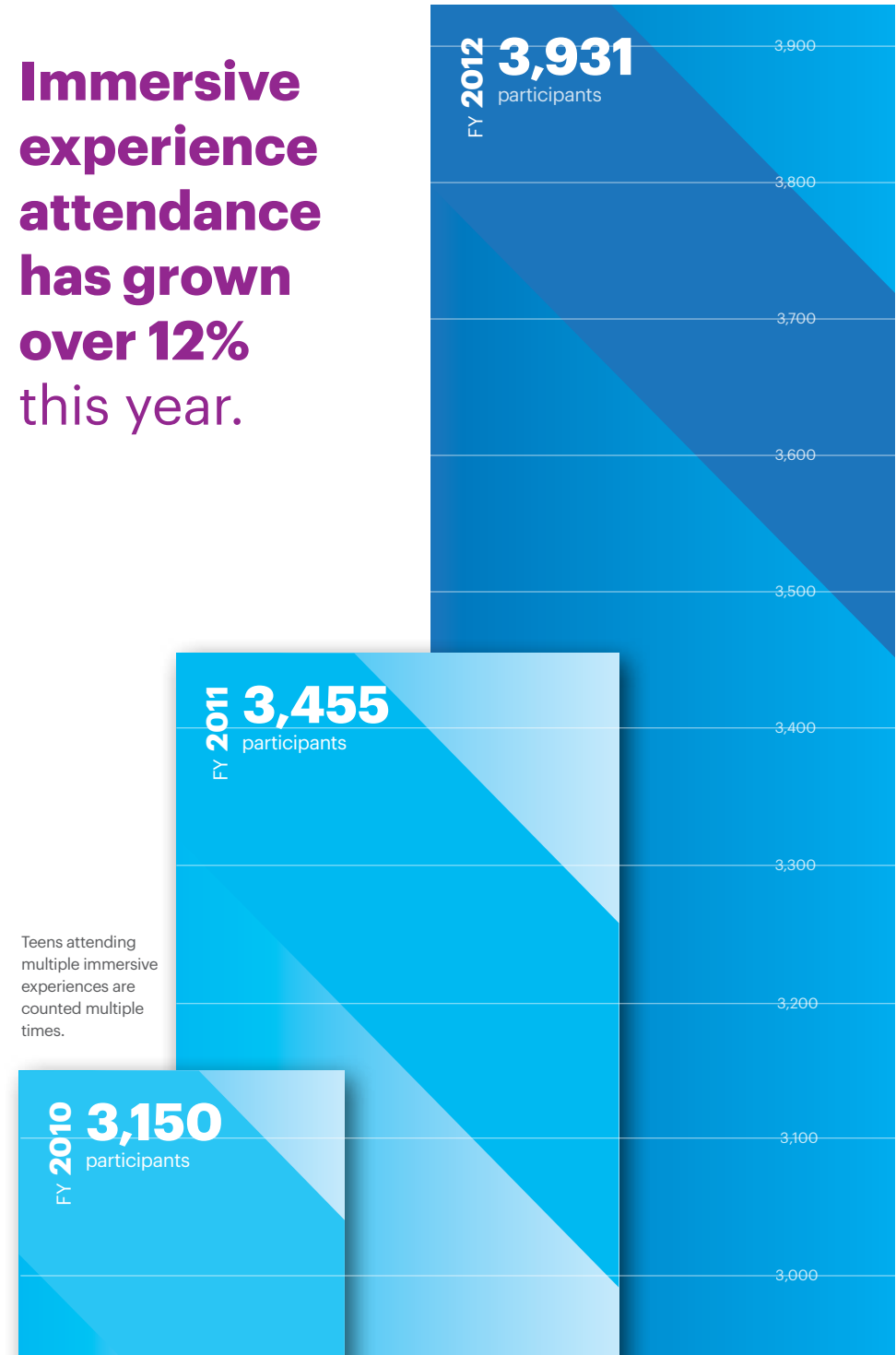
BBYO's immersive experiences in North America, Israel and around the world connect teens to Judaism in a powerful and lasting way.

BBYO's menu of immersive experiences, offered by AZA and BBG, the BBYO Panim Institute and BBYO Passport, are designed to offer teens the opportunity to connect, lead and make a difference through a Jewish lens. Our immersive programming, because of its diversity, offers something for all teens. And today, BBYO Passport is the leading provider of teen travel experiences in Israel and worldwide. Teens find these experiences to be transformative; they build their confidence and character and encourage them to strengthen their community and our world.



Immersive experience attendance has grown over 12% this year.

Immersive experience attendance



What did we learn?

Today's teens are looking to connect with peers and expand their network.

Teen members:

Why do you stay involved?

66%
meet new people

55%
be with my friends

Source: BBYO Market Research

What we are doing

We are proud of our long legacy of inspiring Jewish teens and our ability to meet them, and their interests, where they are.



Our research tells us that today's teens want an organization tailored for and by them. We have reinvigorated our programs and added new ones, including a dynamic social media presence that has expanded 240 percent and spurred more than 3.8 million Facebook connections. Today's teens want to tweet their way through Torah, and we help them do that.

Website visits increased 14% this year.

Total website visitors

FY 2012 392,265
visitors

375,000

350,000

FY 2011 342,644
visitors

325,000

300,000

275,000

FY 2010 273,922
visitors

250,000

**We are
better,
together.**



We think BBYO is unique, and we are proud of our signature programs, but we also know that there are other strong organizations servicing Jewish teens and the Jewish community. We look for opportunities to collaborate rather than compete, to ensure that Jewish communal resources are efficiently used, and as importantly, that Jewish teens are effectively served. This year, we participated in, or jointly sponsored, dozens of programs with other Jewish organizations.



Where Jewish teens meet, BBYO is there

BBYO members make up a significant proportion of the teen participants at some of our community's most important events. More than a quarter of the students who participate in the annual AIPAC Policy Conference and Schusterman Advocacy Institute High School Summit are BBYO members.

Coalitions to champion tolerance

The search for identity has been a part of the teenage years for generations. For lesbian, gay and transgender teens, it is an even bigger challenge. BBYO leaders organized a coalition of their peers including the teen presidents of NCSY, NFTY and USY to stand together for more inclusive communities.

Together, we can reach all corners of the earth

Our programs with the JDC and other international partners provide BBYO teens the opportunity to visit parts of the world where Jewish life is both precarious and precious.

In Albania, Argentina, Australia, Bosnia and Herzegovina, Bulgaria, Curacao, France, Germany, Ireland, Israel, Latin America, Latvia, Macedonia, New Zealand, Serbia, South Africa, Switzerland, Turkey, Ukraine and the United Kingdom, BBYO and the JDC are giving teens a connection to other Jews and the tools to reignite Jewish life through their community's future leaders.



Celebrating Passover in Albania — One Teen's Story

Bessart (known to BBYO teens by his nickname, Besos) is the only Jewish teen living in Albania. He attended BBYO's International Convention in Atlanta this year and is discovering his Jewish identity through BBYO. In fact, Besos led a Passover Seder this year with more than 40 in attendance!

"Thanks to everyone that helped me grow my Jewish identity, starting with my mom and going through BBYO, JDC and Szarvas, and thanks to all my friends who helped me realize how amazing being Jewish is," said Besos. "Leading a Seder is an experience that I won't ever forget. I had 40 people all older than me and I was leading, and they were all smiling and giving me hope. Its an experience that gives your life meaning."

*— Taken from the Shofar,
BBYO's Teen News Outlet for nearly 90 Years*

**We believe in
people power.**

Strengthening our staff

Our professional team is stronger than ever. We've fine-tuned our structure, bolstering our professional coverage of every council and region in North America to better serve our membership. Central to this has been the Professional Development Institute (PDI) which offers a unique three year academic and work place experience with successful participants receiving an MBA from Indiana University's Kelley School of Business.

This year we began planning, and in 2013 will implement, revamped performance review criteria customized for each professional position. With this new tool, we will be able to evaluate better — and help improve — the effectiveness of every member of our team. To support our professionals' career trajectory, we offer a four-day annual staff conference to provide employees the newest insights into today's teens along with skill development in the areas of technology, media and development, while serving as a hub for the creation of new ideas and strategies. And as we grow the BBYO family, we're ensuring long-term success for new staff through our enhanced New Professionals Orientation.



Leadership Matters

Volunteers as role models

Lay leaders play a vital role in BBYO's programs. Our active board — made up of BBYO alumni, parents, friends and our two International teen presidents — convenes three times annually.

They don't just look at the organization from 100,000 feet — they spend time on the ground. This year, they connected with BBYO teens at International Convention, numerous domestic leadership Summer Experiences and at local chapter, council and regional programs.

Engaging our supporters

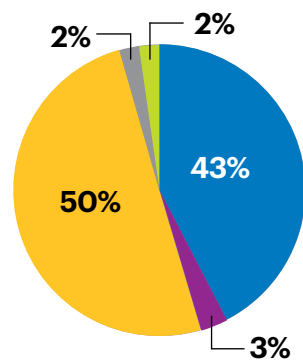
Our six hundred lay volunteer advisors are the heart and soul of our leadership, devoting their precious spare time to guiding our teen chapters. They serve as mentors to our teen members and are supported by the newly established International Advisor Network. Led by a team of BBYO international and field staff, the advisors have annual training opportunities at Advisor Leadership Training Conference and play a key role in the success of international immersive experiences.

“ *I would not be where I am today without BBYO. It gave me lifelong friends, the courage and knowledge to be a confident leader, a greater understanding and appreciation of my Jewish identity and a commitment to making the world around me a better place. I became an advisor because I wanted to give back to the program that gave me so much and to help the next generation of Jewish teens have an experience as meaningful and memorable as mine.* **”**

Justin Silver, Lead Advisor for BBYO Lonestar Region,
Alumnus, BBYO Lonestar Region

Financials

Revenue

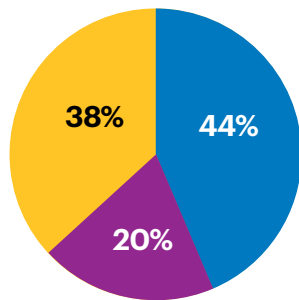


- Contributions
- Member Dues
- Program Fees
- Federations
- Other Revenue

Total Revenue

	FYE 2012	FYE 2011	FYE 2010
Contributions	\$9,520,112	\$9,785,772	\$8,598,854
Member Dues	\$675,950	\$668,626	\$649,923
Program Fees	\$11,265,659	\$10,539,849	\$8,653,376
Federations	\$489,545	\$472,820	\$506,108
Other Revenue	\$506,977	\$581,720	\$574,693
Total Revenue	\$22,458,243	\$22,048,787	\$18,982,954

Expenses



- Program
- Operations
- Personnel

Total Expenses

*Excess of Revenue
over Expenditures
from Operations*

	FYE 2012	FYE 2011	FYE 2010
Program	\$9,746,125	\$9,287,082	\$7,384,468
Operations	\$4,381,555	\$3,750,117	\$3,586,422
Personnel	\$8,221,739	\$8,243,066	\$7,486,012
Total Expenses	\$22,349,419	\$21,280,265	\$18,456,902
<i>Excess of Revenue over Expenditures from Operations</i>	<i>\$108,824</i>	<i>\$768,522</i>	<i>\$526,052</i>

“As parents of a BBYO alumna, my wife and I saw firsthand the positive influence BBG had on our daughter over a decade ago. The opportunity to learn leadership skills through a teen-led organization, develop her Jewish identity, build strong friendships that continue today and learn the importance of community service, is possibly the greatest formative experience our daughter could have had during her teen years. BBYO provided all this and more... and for me now, to be a part of this incredible organization as an adult volunteer, allows me to help ensure other Jewish teens get the same powerful developmental experience our daughter had.”

Marc Saperstein
BBYO Parent and
Board Member

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Craig Mintz
*Chief Financial &
Administrative Officer*

Andrea Wasserman
*Chief Development
Officer*

A note from Estee Portnoy



When we crafted BBYO's strategic plan with an aim to engage 70,000 Jewish teens in five years, some of our stakeholders thought that we were being a bit ambitious. What they didn't realize is that when you get to know the teen leaders of AZA and BBG, ambition is an inherent value!

As a young girl, BBYO gave me the confidence to reach beyond my comfort zone, speak up for the issues of my time, and be proudly Jewish in a small town without many Jews. Only now, when I look to my closest friends during times of need, see the Jewish traditions practiced in my home and apply the skills necessary to be a successful mother and professional, do I realize how much I have truly gained from my BBYO experience.

BBYO is a place where Jewish young people are encouraged to dream big. As BBYO's board chair, I get to see those dreams first hand, and I am continually inspired by what I see. Our teens are looking outward at how they can make the world a better place, connecting to Israel and celebrating their heritage with their Jewish brothers and sisters from the house next door to a community across the globe. Inspiring indeed!

Whether you are reading this annual report as a teen, a board member, a donor or someone who is curiously exploring our organization, please know how seriously we take our work. We have set a high bar for ourselves as the Jewish community needs and deserves nothing less.

When we say that BBYO is shaping our Jewish future, we believe it and mean it. We hope that you are as proud as we are to be a part of it.

Sincerely,

Estee Portnoy
Chair

Donors

Through the leadership of some of the Jewish community's most significant foundations, federations and philanthropists along with thousands of generous alumni, parents and friends, BBYO raised over \$10,000,000 system-wide in fiscal year 2012. Each year, BBYO's operating needs and special projects are supported by restricted and unrestricted contributions made to BBYO's general campaign. BBYO regions are supported locally by the Friends and Alumni Network (FAN), groups of supporters who take ownership of BBYO's success in their community by raising funds, making connections and offering guidance. With the general campaign supporting BBYO's headquarters in Washington, DC and much of the organization's operations, every dollar raised by a community's FAN supports the BBYO program in that local community. In FY 2012 more than 10,710 people made contributions to BBYO's general or FAN campaigns. The following lists, by community, those making gifts of \$500 and over. We are grateful for the generous support of all of our contributors.

GENERAL CAMPAIGN CONTRIBUTORS OF \$500 AND OVER

Carol and Steve Aaron	Lander Gold
Marta and Robert Adelson	Laurie and Larry Goldberg
Sandy and Clement Alpert	The Goldhirsh Foundation, Inc.
Anonymous	Abigail Goldman and
Robert and Toni Bader	Jonathon Anshell
Charitable Foundation	Alex Goldman
Alice and Paul Baker	Greater Miami Jewish Federation
Cathy and Morris Bart	Debbie and Jerry Greenspan
Casey Berman	Harold Grinspoon Foundation
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Foundation, Inc.	Glenda and Robert Grossman
Mark Bernstein	Marilyn and Ralph Grunewald
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Andrea and Charles Bronfman	Environment and the Arts
Philanthropies	Jewish Community Board
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Cohen Foundation	Jewish Federation of
Ryna Cohen	Metropolitan Detroit
Sender Cohen	Jewish Federation of Nashville
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Janis and David Finer	Estate of Sylvia R. Kopeloff
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Freedman	Barbara and Alan Kruglak
The Sharna and Irvin Frank Foundation	Stuart Kurlander
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 Watson Clinic LLP
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 Widows and Orphans Fund of
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 Diane and Howard Wohl
 Bonny Wolf and Michael Levy
 The Wuliger Foundation
 Bennett Yanowitz
 M.B. and Edna Zale Foundation
 Idyth and Jay Zimble

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 Steven Berger
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 Jewish Federation of Southern Arizona
 Susan and Gilbert Rudolph
 Sheila Schwartz

Bay Area

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Jewish Community Federation
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