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...
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.
BBYO achieved 13.4% overall growth this year.

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

Feelings about Jewish life:
“Being Jewish is very important”

| BBYO Alumni | 92% agree |
| General Jewish Population | 52% agree |


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

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

**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.
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.

Committed 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 Spiegelman
IMPACT: DC Alumna, BBYO Miami Region member
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 is very important/essential

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


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.

What did we learn?

&

Teens attending multiple immersive experiences are counted multiple times.

What we are doing

Immersive experience attendance has grown over 12% this year.

Immersive experience attendance 2010

- FY 2010: 3,150 participants
- FY 2011: 3,455 participants
- FY 2012: 3,931 participants

Immersive experience attendance 2011-2012

- FY 2010: 3,000
- FY 2011: 3,200
- FY 2012: 3,500

Immersive experience attendance 2010-2011

- FY 2010: 3,000
- FY 2011: 3,300
- FY 2012: 3,600

Immersive experience attendance 2009-2010

- FY 2010: 3,000
- FY 2011: 3,300
- FY 2012: 3,600
Today’s teens are looking to connect with peers and expand their network.

Amongteen members:

- **66%** meet new people
- **55%** be with my friends

Source: BBYO Market Research

**Website visits increased 14% this year.**

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.

**What did we learn?**

**Teen members:**

- Why do you stay involved?
- **66%** meet new people
- **55%** be with my friends

**What we are doing**

- BBYO Insider
- BBYO Market Research
- Total website visitors

**FY 2010**

- 273,922 visitors

**FY 2011**

- 342,644 visitors

**FY 2012**

- 392,265 visitors

**Website visits**

- FY 2012: 392,265 visitors
- FY 2011: 342,644 visitors
- FY 2010: 273,922 visitors

**Total website visitors**

- FY 2012: 392,265
- FY 2011: 342,644
- FY 2010: 273,922

**Website visits increased 14% this year.**
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.

We are better, together.
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
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 workplace 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.

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

Leadership Matters
### Financials

#### Revenue

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<th>Source</th>
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<th>FYE 2010</th>
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<td>Contributions</td>
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<td>Member Dues</td>
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<td>Program Fees</td>
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<td>Federations</td>
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<td>Other Revenue</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>$22,458,243</strong></td>
<td><strong>$22,048,787</strong></td>
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#### Expenses

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<td>$7,384,468</td>
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<td>Operations</td>
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<td>Personnel</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$22,349,419</strong></td>
<td><strong>$21,280,265</strong></td>
<td><strong>$18,456,902</strong></td>
</tr>
</tbody>
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**Excess of Revenue over Expenditures from Operations**

<table>
<thead>
<tr>
<th></th>
<th>FYE 2012</th>
<th>FYE 2011</th>
<th>FYE 2010</th>
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</thead>
<tbody>
<tr>
<td>Excess</td>
<td>$108,824</td>
<td>$768,522</td>
<td>$526,052</td>
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</table>
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
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
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.
Donors continued

Judith and Brad Dworkin
Edwards Wildman Palmer, LLP
Linda and John Eisel
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Donna and David Fischer
Jackie and Howard Gilbert
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Nancy Bushwick Malloy and Brian Bushwick
Randi and Michael Chasen
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DLA Piper/Charles Baker
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Suzanne and Michael Fanaroff
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Greenberg Traurig, LLP
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Karen and Joshua Berris
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The Sinai Guild
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Hollie and Anthony Targan
Carolyn and Larry Tisdale
TRICO Foundation
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Nancy Welber-Barr and Richard Barr
Noah Wofsy
Margo and Douglas Woll
Beverly and Ralph Woronoff

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Gordon Jewish Community Center

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Nancy and Craig Ludin
Rhonda and Craig Pearlman

Ohio Northern
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Cedar Brook Financial Partners, LLC
David Eskenazi
Cheryl and Brian Fox
Alan Franklin
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Daniel and Ethel Hamburger Music Fund
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Jewish Federation of Cleveland
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Ruth and Bruce Klotzman
Margery and Lee Kohrman
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The David and Inez Myers Foundation
Kyla and Mitchell Schneider
Debbie Scholtz
Carol and Bruce Sherman
Marcy and Dan Unger
Janis and Doug Weintraub
Youngstown Area Jewish Federation

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Dena and Morey Goldberg
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Sarah and Joshua Levinson

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Fine Family Foundation
Giant Eagle Foundation
Jewish Federation of Greater Pittsburgh
Jewish Healthcare Foundation
Lisa and Lee Oleinick
Holly and Bruce Rudoy
Barbara and Michael Schneider
Rochelle and Dan Snyder
Barbara Weizenbaum and Robert Gorby

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Jeff Nudelman
Pacific NW Properties Foundation
Felicia and Todd Rosenthal
Temple Beth Israel

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Richard Galanti
Judy and Jeff Greenstein
Tamar Huberman and Michael Clarfeld
Carin and Scott Jacobson
Jewish Federation of Greater Seattle
Ronald Leibsohn
Mark Litt Donor Advised Fund
Donald Loeb
Loeb Family Charitable Foundations
Microsoft Giving Campaign
Samis Foundation
Robert Spitzer

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Stacey and Steven Ellison
BBYO Gold Coast Region
Jewish Federation of Broward County
Roberta Loomar
State of Israel Bonds
South Jersey
Anonymous
Darcy and Jeff Becker
Margery and Mark Danenbaum
Ellen Dubrow Endowment Fund
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Sherri and Ken Hoffman
Fern and Andrew Kaufman
Amy and Ed Krell
Judith Love
Shelley and Steven Minion
Raymond and Gertrude R. Saltzman Foundation
Mindy and Michael Schorr
Liza and Danny Wolf

Southern California
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Annette Applebaum
B’nai Brith Unit 5383
Jessica and Jon Dishell
Jewish Congregation of Pacific Palisades
Jewish Federation of Greater Los Angeles
Shannon Magid
Laureen and Greg Sills
United Jewish Federation of San Diego County
Ed Zimbler

Southern Virginia
Jewish Community Federation of Richmond
Amy and Kirk Levy
Joanne Moore
BBYO Richmond Adult Board
United Jewish Federation of Tidewater

Wisconsin
Anonymous (2)
Harriet Ancel Family Foundation
Helen Bader Foundation
BBYO/Wisconsin Region BBYO Restricted Fund
Sara Lee Bugen Endowment Fund
Erv Chudnow Memorial Fund
CT Anonymous Donor Advised Fund
Linda and Mark Freedman
Milwaukee Jewish Federation
Hirschberg Honigman Fund
Rose Kulalow “Angel” Fund
Cheryl and Mitch Moser
Harold and Ethel Primakow Scholarship Fund
Joan and Marc Saperstein
Howard Schnoll Fund
Candace Schwam
Daniel M Soref Charitable Trust
Jody and Jeffrey Steren
Teplin-Ner Tamid Endowment
Max Weltman Gilead-Memorial Shofar Fund
Sylvia and Michael Winter
Nita and Edward Zukrow Family Fund

“My roles as a BBYO volunteer and investor are exceptionally satisfying because this is an organization that doesn’t just aspire to do better; it does perform better ― continually.”

Rob Ruby
BBYO Alumnus and Board Member
BBYO can be held up as a shining example of an institution that has successfully transformed itself to meet the quickly evolving interests and needs of a new generation and transitioned into and embraced the digital age.

Lisa Eisen
National Director of the Charles and Lynn Schusterman Family Foundation