

Change the Conversation, Change the World:

Reinvigorating Our Communities through
Investment in Social Entrepreneurship

Imagine a world where everyone's ideas are valued — where risks are taken to support high-potential, dynamic leaders as they realize their dreams.

Joshua Venture Group is working to make this a reality.

We select the best and the brightest emerging Jewish leaders, and empower them to realize a vision of Judaism that is vibrant and engaging. Our Fellows launch ventures that re-imagine the Jewish experience by embracing contemporary values, leveraging new media, and infusing our community with renewed relevance and deep meaning.

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Background and Context

Introduction

In 2012, Joshua Venture Group (JVG) graduated the third cohort of the Dual Investment Program – the first since our organization re-launched in 2009 – and initiated the program for the 2012-2014 cohort. Our network of entrepreneurs has grown to include 32 Alumni and Fellows whose collective work continues to demonstrate impact on the Jewish community and on the world. JVG, a pioneer in the now burgeoning field of Jewish social entrepreneurship, is committed to ongoing assessment of our past efforts and to reflection on the impact of our work in order to better support our Fellows, their ventures, and the field moving forward.

JVG commissioned two important studies to inform our work and direction: 1) a two-year, comprehensive evaluation of the 2010-2012 Dual Investment Program, and 2) a larger survey of the social innovation field to assess how JVG and the broader community can provide more effective, tangible resources to support social entrepreneurs and their ventures as they mature.

A crucial element of our assessment has been impact measurement. One of several metrics we employ to measure our mission of community vitality is to assess how the messages of our social entrepreneurs get adopted and promoted by the mainstream community – how their efforts change the conversation. We have found that their contributions are rich, meaningful, and enduring, and that their sustained impact requires sustained investment from the communities they serve.

This paper offers insights gleaned from reflecting on the Dual Investment Program and on the needs of social entrepreneurs to fully realize their visions. Our intention is twofold: to inform JVG's work with our Fellows and Alumni moving forward, and to shift the communal conversation from analyzing the needs of maturing startups to acting on individual and collective opportunities to help sustain their impact.

Entrepreneurship in the Jewish Community

Social entrepreneurs identify voids in society and seize opportunities to bring about social change. They launch ventures that reflect their personal identities and that resonate deeply with others seeking unconventional ways to connect to their heritage. Social entrepreneurs are the “pied pipers” of the Jewish community, connecting with contemporary values to breathe new life into Jewish spirituality, ritual, tradition, and connection.

By charting unknown territory, these entrepreneurs have demonstrated that they can do much more than dream. Bold and charismatic, they have produced sound business plans to shift the status quo. They have shaped the Jewish community by identifying social trends, by helping to redefine Jewish identity, and by demonstrating creative ways for institutions to engage new audiences and to incorporate new perspectives.

JVG amplifies the impact of early-stage ventures and guides emerging leaders as they develop sustainable methods to scale their ventures. We are an advisor to investors and a partner to entrepreneurs, playing a strategic role in helping the Jewish community identify and support innovative ideas and pioneering leaders who reinvigorate the ways we experience and celebrate Jewish life.

JVG is the only national venture philanthropy that supports early-stage social ventures in the Jewish community with multi-year funding and capacity-building resources. Through the Dual Investment Program, we support the growth and development of high-potential leaders and their startups through a combination of core unrestricted funding, coaching, connections, and capacity building over two years. We work with visionary entrepreneurs to make the community more open, just, and responsive to the needs of all of its members.

To Build Capacity: Leverage Available Resources to Address High-Priority Needs

JVG recognizes the power of entrepreneurial ideas to shift the Jewish landscape. The two studies we commissioned demonstrate the value of our capacity-building activities to further these efforts and surface common challenges that many of our entrepreneurs face as their ventures transition out of the startup phase.

By mapping our core competencies to some of these most pressing challenges, we are confident that there are tangible ways to ensure sound and enduring investments in our Fellows and their ventures beyond the two years of the Dual Investment Program.

The following four capacity-building efforts directly address the needs of maturing startups, present some of JVG's direct responses to these needs to amplify the work of our Alumni, and offer further opportunities for communities to explore to advance these efforts.

Strengthen Organizational Leadership

When building an organization, social entrepreneurs inherently feel a tension between advancing the work (mission) and creating the infrastructure to support this work (business). To respond to this tension, one key component of the Dual Investment Program is the opportunity for Fellows to work closely with an executive or leadership coach on specific professional and organizational development goals.

JVG Alumni rank executive coaching, fundraising planning, and board development as priorities to strengthen their leadership skills.

In JVG's 2012 program evaluation, Fellows reported that their access to tailored coaching "...provides crucial, targeted skill building." When surveyed, 89% of Alumni indicated that they would take advantage of consulting services offered at an affordable rate. Several years out of the Dual Investment Program, JVG Alumni rank executive coaching, fundraising planning, and board development as priorities to strengthen their leadership skills.

How we are responding:

To immediately address this need in a cost-effective, high-impact way, JVG launched a pilot program for our Alumni in February 2013 to support continued professional development and networking. To build on our core competency of providing tailored support for leadership and resource development, we offered Alumni the opportunity to work with an executive coach or fundraising consultant on a six-month targeted engagement to advance a specific resource development objective. JVG has provided small grants to eleven Alumni to engage these supports, with committed financial contribution from the Alumni as well.

Collectively, their ventures represent a broad spectrum of early- to “next”-stage ventures, with respect to organizational age (3-12 years), budget (<\$100K to >\$1.4M), and staff size (1 to 15). Their critical resource development projects include: the creation of development strategies both comprehensively and specifically for targeted revenue streams; strategic stakeholder communications; planning for key organizational hires; and building strong boards of directors.

This initiative allows our Alumni, regardless of their ventures’ stage of development, to build the capacity to move their visions and their work forward.

Further opportunities:

Capacity builders can explore another targeted engagement opportunity to strengthen organizational leadership: to build a cadre of paid and pro-bono consultants. These consultants can be allocated a set number of hours to assist entrepreneurs with their organizational and leadership challenges, such as executive training, board development, and organizational planning processes. Organizations like Catchafire and The Taproot Foundation work to connect skilled professionals with nonprofits, and similar models can be utilized to help social entrepreneurs build their skills in a simple yet highly effective way.

Create Opportunities for Networking

To advance their work, entrepreneurs need a supportive network of colleagues with which to share ideas, experiences, and resources. As their ventures continue to develop, the connections they have and seek become increasingly important.

When surveyed, the majority of JVG Alumni stated that they have strong personal and professional ties with each other as a core network. The opportunities for growth lie in strengthening and broadening their existing networks. Many Alumni have expressed interest in speaking about

their experiences, mentoring current Fellows, and publishing articles about their successes and challenges. Brokered relationships with communal leaders, potential funders, consultants, and service providers from within and outside the Jewish communal network would also extend their reach and, consequently, their impact.

The opportunities for growth lie in strengthening existing networks and in brokering relationships with communal leaders, potential funders, consultants, and service providers from within and outside the Jewish communal network.

How we are responding:

JVG continues to seek ways to strengthen and expand our Alumni network. We intentionally broker relationships between and among JVG Fellows, Alumni, board and advisory council members, and funding partners – formally at larger convenings, such as our launch event at the JFNA General Assembly (GA) in November 2012, and directly through one-on-one connections where there are potential synergies. We also work more broadly on network-weaving through opportunities like The Collaboratory, a joint effort we co-sponsored in May 2013 to bring together a wider network of Jewish innovators and entrepreneurs to learn with and from each other. More than 20 JVG Alumni and Fellows have benefited from travel and registration subsidies to attend these opportunities to connect with an extensive network of JVG Fellows and Alumni, board and advisory council members, and influential communal leaders.

Further opportunities:

Funders and community leaders are positioned to create networking *shidduchs* (matches) through mentorship and opportunities for communal professionals to learn from experienced entrepreneurs. Jewish institutions that already focus on communal leadership development can serve an important role in this process by convening communities of practice and by creating programming for leaders at similar stages of venture development. These institutions have expansive networks to connect early-stage organizations with communal leaders, potential funders, consultants, and service providers within and outside the Jewish community.

Increase Organizational Stability

As ventures develop, entrepreneurs often face a difficult balance between program expansion and setting the operational standards needed to sustain the work over time. JVG Alumni have reflected similar sentiments, and even several years into their ventures, they have indicated that shared services to address personnel, legal, and financial needs would be welcome supports.

While most experts in the innovation sector focus on long-term vision and implementation plans to work toward organizational stability, strategic partnerships or access to shared services and back office support can also allow for more stabilized day-to-day operations. In its simplest form, increased stability can mean reducing isolation for young leaders; providing regular community building opportunities; and allowing young leaders to share their ideas, experiences, and best practices.

How we are responding:

JVG provides Fellows and Alumni access to resources and consultative support while leveraging the collective wisdom and experience of the network to build community and share best practices. We have created a rich internal database of informative articles, templates, and toolkits

to simplify many back-office needs. Our entrepreneurs download relevant forms and sample materials, access concise explanations of technical topics, and contribute information they come across during independent research. The database also houses a list of vetted coaches and consultants who have agreed to work with our Fellows and Alumni at reduced rates.

During retreats and other network gatherings, we devote time for Fellows and Alumni to share best practices and to impart their wisdom to benefit the group. Through one-on-one peer consultations, peer problem-solving case studies, and panelist workshops, each entrepreneur is given the space to think through infrastructural and big picture challenges in a supportive peer environment. Our Fellows also convene virtually twice each month to crowdsource solutions to their most pressing needs, which range from the development of better systems for organization to best practices for building a comprehensive outreach strategy.

Further opportunities:

With robust infrastructure and access to non-monetary resources, Jewish institutions have the capacity to support entrepreneurial growth through fostering strategic partnerships and providing access to shared services, back-office support, and institutional expertise. To account for possible leadership turnover, lay leaders and investors can help entrepreneurs think long-term about avenues to merge ventures with existing programs and to assist founders to develop sustainable contingency and transition plans.

Build Financial Resiliency

Financial sustainability is the most common challenge that entrepreneurs encounter as they grow their organizations – a sentiment echoed by our Alumni as one of the top contributing factors to anxiety about long-term organizational planning. As their ventures move out of the

startup phase, revenue becomes harder to secure due to their smaller size and reach not attracting funding from large foundations and major philanthropists, as well as misperceptions about their own growth trajectories and financial sustainability.

As part of long-term financial planning, it is critical that Alumni not only diversify their income, but also figure out how to remain visible to funders and to align themselves with funding priorities.

How we are responding:

Funding diversification and navigating the philanthropic landscape have consistently been integrated into the Dual Investment Program curriculum through specialized workshops, retreat skills sessions, and direct networking opportunities. To demonstrate our commitment to advancing this area of development, financial sustainability is now formally presented as a cornerstone of our two-year program, woven into all aspects of individual and collective activities from the onset. Our work in partnership with funders who support designated Fellows builds on these efforts and assists Fellows as they develop stronger relationships and deeper networks within their respective fields or geographic regions.

We have developed opportunities for our Alumni to build additional financial resiliency after the Dual Investment Program concludes. Our pilot micro-grants program allows Alumni to directly address their most pressing resource development needs, whether they seek to grow individual donor bases, to develop their boards, or to conceive and implement comprehensive fundraising strategies. This pilot program is an initial foray into a full suite of offerings that we seek to offer our Alumni moving forward.

As an advisor to investors, we facilitate connections where the work of our Fellows and Alumni intersect with investment priorities. Fellows and Alumni have indicated that participation in the Dual Investment Program is equivalent to a communal *hekhsher* (seal of approval), and we will continue to seek opportunities to leverage this prestige to increase our entrepreneurs' visibility and reach.

Further opportunities:

Funders can assist in the financial planning process by building stronger long-term relationships with their grantees and by clearly communicating the timeframes and rationale for any shifts in funding priorities. Provision of support and resources for sound financial planning, encouragement of realistic growth without expectations of grandeur, and sharing knowledge of the funding landscape are all ways for the funding community to encourage and contribute to early-stage financial sustainability.

For Broader Consideration: Organize Collectively for Greater Impact

Beyond the direct assistance that post-startups require, a common theme among experts is the need to shift how the Jewish community views the innovation sector and to create a more efficient model of doing business. JVG is committed to working together with community leaders, investors, and entrepreneurs to develop a shared vision and to create actionable steps to help sustain the impact of young entrepreneurial ventures over time.

Opportunities for us to organize collectively to measure and achieve greater communal impact include:

Create Shared Goals, Language, and Definitions for Success

There are scattered opinions of what 'success' could or should look like in the innovation sector. These discrepancies stem from various fundamental problems, not the least of which is the lack of a shared vocabulary to help shape the sector, such as clear definitions and benchmarks for stages of development. Additionally, funders and program providers do not always share common goals or clear visions for the sector's role in the broader Jewish community. Without proper language and collective planning, it becomes a challenge to capture the true value of an investment and to suggest that there is limited potential for growth.

Moving the needle:

Several initiatives are underway in the Jewish community to bring together thought leaders and experts within specific fields to develop shared visions and language to advance common goals. The Jewish Social Justice Roundtable, for example, convenes more than 25 Jewish organizations that work to elevate social justice in the Jewish community. Roundtable conversations have sparked several collaborations and joint campaigns, including the 2012 national civic engagement campaign to mobilize organizations working to increase voter registration and to support specific ballot measures.

Within the Jewish innovation sector, following the recommendations of Bikkurim's report, *From First Fruits to Abundant Harvest*, Slingshot Fund has convened capacity builders and funders of innovation to increase collective communication and to advance shared goals. Intertwined with this effort, several of these support organizations, including JVG, have collaborated to provide a shared network and professional development event for all of our past participants. This event, appropriately named The Collaboratory, leverages the sector's shared resources, connections, and expertise to strengthen and broaden the networks of innovators working to impact Jewish life. To broaden communal conversations about shared goals and best practices for collaboration, reflections and learnings from this process will be shared in Summer 2013.

Provide New Ways to Measure and Demonstrate Impact

'Impact' is difficult for many executive directors to define, let alone measure. Most begin by measuring outputs and by focusing on quantitative metrics such as audience size and reach, number of programs, number of cities, and budget growth. When it comes to outcomes and impact measurement, however, most ventures are too young to begin to measure and report the social, cultural, or educational change that might be taking place. As Alumni transition out of the startup phase, this poses significant challenges for fundraising, campaigning for new audiences, or expanding programs and services.

Moving the needle:

JVG encourages funders to provide resources for benchmarking and evaluation, in addition to program and operating expenses. The commitment of funders like the Jim Joseph Foundation, which recently funded a field-wide study of environmental programs, is essential to moving the needle on this issue. Through this study, small start-ups such as Wilderness Torah, Jewish Farm School, and Shoresh

Jewish Environmental Programs will gain knowledge and data about the impact of their respective programs and the field at large to further their own development. Similarly, Fellows engage in impact assessment training and coaching as part of JVG’s Dual Investment Program. Access to these assessment resources greatly impacts how social entrepreneurs think about, measure, and articulate their goals and accomplishments – even on a very limited budget.

More broadly, we must also look at the influence these groundbreaking ideas and projects have on our communal conversations to appreciate their impact. JVG believes that through assessment of the change that has occurred in our communities since the introduction of these ideas, we can see the significant influence our social entrepreneurs have on how we talk about, engage with, and respond to these issues on a communal level. The following section, To Assess Impact (page 9), explores some of the ways JVG assesses the broader communal impact of our investments.

Encourage Realistic Growth Trajectories

Growth is not synonymous with expansion, and entrepreneurs need to learn to set realistic growth trajectories for their emerging ventures. Ideas that sprout startups evolve over time, and it is up to the entrepreneur – with guidance and support from the community – to ensure that the structure and long-term strategy in place will achieve the desired impact.

Many of us recognize that not all ideas should be built into independent organizations; rather, there should be a new methodology to differentiate between ventures that should be enduring organizations and those that should grow as programs embedded within mainstream institutions. The Jewish community, and nonprofit sector as a whole, should not incubate innovative ideas that exist in silos, and must work together to facilitate, where appropriate, mergers, partnerships, collaborations, and opportunities to grow new ideas from within established institutions.

Moving the needle:

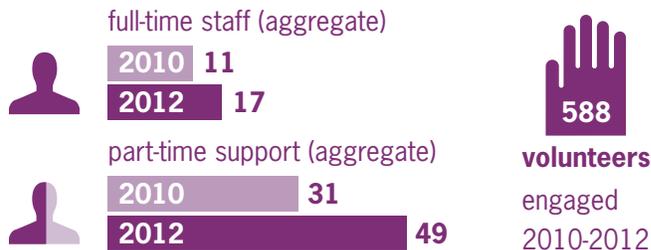
The Jewish innovation sector has not only acknowledged that there is a place for new ideas beyond the creation of new startups, but it has also taken active steps to incorporate support for alternative structures into its programs and services. JVG has supported intrapreneurial ventures in past cohorts, and we continue to explore ways to partner with established organizations to encourage innovation from within. Presentense and UpStart Bay Area also work with partner institutions on initiatives that promote and cultivate intrapreneurial innovation.

As startups grow and landscapes evolve, entrepreneurs have found strategic collaborations and mergers to be effective to advance shared goals. The mergers of Hazon and Isabella Freedman Retreat Center, and of Keshet and Jewish Mosaic, are two examples of young organizations that have moved forward to align missions to increase impact. While these efforts are resource-intensive and may not be the answer for every situation, it is important that the broader community support the appropriate growth for each project.

Growth metrics from the 2010-2012 cohort:

INFRASTRUCTURE

Staff Growth:



Structure Stabilization:



To Assess Impact: Measure the Influence of Social Entrepreneurs

Social entrepreneurs effect real, relevant change in the Jewish community: they give voice to marginalized issues and populations, placing them firmly on the communal agenda; they spark movements to champion important causes; and they redefine what it means to belong to and build meaningful, resonant Jewish communities.

JVG believes deeply in the leaders and ideas in which we invest and in the impact on the broader community that a significant investment in both has produced. We believe that success can take many forms. To measure the impact of our investments, we examine both outputs and outcomes.

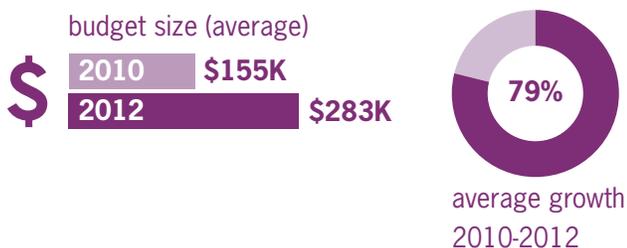
Our Fellows are required to submit annual impact reports to reflect on their growth and development, and to report on specific quantitative metrics (outputs). The metrics collected from the 2010-2012 cohort, for example, tell a compelling story. Steady budget growth, staff structure development, and increased individual donations as a

percentage of total revenue indicate healthy organizational infrastructure. A significant rise in program participants demonstrates that these programs and services are reaching growing numbers – and that demand exists.

Beyond the outputs, JVG assesses impact through longer-term outcomes – the extent to which Jewish communal conversation or action has changed as a result of these entrepreneurial interventions. The success stories of our Alumni highlight the role of targeted philanthropy to identify visionary leaders and to transform early successes into scalable ventures. We have documented the remarkable ways in which they have shifted communal attitudes, influenced the establishment, and integrated new ideas into the mainstream. The following case studies present a microcosm of how grassroots initiatives launched by social entrepreneurs influence the Jewish landscape and create lasting, meaningful change worthy of our collective support.

FINANCES

Budget Growth:



Revenue Diversification:



PROGRAM

Direct Impact:



Virtual Impact:





Sharsheret Catalyzes a Movement **Rochelle Shoretz, 2003-2005**

Although Jewish men and women are 10 times more likely to carry a gene mutation that triggers hereditary cancers, founder Rochelle Shoretz remembers a time when having breast cancer was still an unspoken malady within the community—even taboo. Since 2001, Sharsheret has given a voice and a face to breast cancer, to support young Jewish women and their families and to put hereditary cancer on the Jewish communal agenda. Sharsheret now educates and supports more than 10,000 Jewish women, families, and communities each year.

Sharsheret has created a model of culturally relevant and Jewishly infused healthcare support services that has spread from community to community, across college campuses nationwide, and onto the national agenda of cancer care for young adults.

Moreover, Sharsheret offers a strong Jewish perspective on the issue that has changed the national conversation. Rochelle recently spoke with a key member of the cancer pharmaceutical industry who was crafting a magazine of culturally relevant cancer programs. She was proud to feature Sharsheret, but more importantly, she acknowledged that the magazine was premised, in large part, on Sharsheret's work to highlight the need for culturally relevant cancer support and education. In 2012, Rochelle was also appointed to the Federal Advisory Committee on Breast Cancer in Young Women, and she currently chairs the Advisory Committee's High Risk Workgroup to help shape messaging to high-risk young women, including those in the Ashkenazi Jewish community with a genetic predisposition to breast cancer.



Ayecha Integrates 'Jewish Diversity' into the Mainstream **Yavilah McCoy, 2003-2005**

Ayecha was founded to provide educational resources for Jewish diversity and advocacy for multi-racial families and Jews of color in the United States. Although Jews of color represented nearly 20% of American Jewry in 2000, there were no federations, JCCs, camps, synagogues, or community institutions with an intentional strategy or informed practice about cultural competency for these populations. Ayecha's founder, Yavilah McCoy, was the first Jewish woman of color to spearhead such an initiative and to address national organizations like the Jewish Federations of North America, Jewish Funders Network, Hillel International, and the Coalition for the Advancement for Jewish Education (CAJE) on the subject of Jewish diversity – a concept that few leaders had heard of or thought about.

The establishment of Ayecha galvanized the integration of the concept of "Jewish diversity" within Jewish outreach spaces. Yavilah paired her advocacy efforts with diversity training, cultural programs, and the empowerment of Jewish leaders of color. The organization's Jewish Leaders of Color Roundtable served as an on-ramp for new leaders now holding prominent positions in the community, including April Baskin, Linda Jum, Rabbi Angela Buchdahl, Marissa Tiamfook, Shirley Price, and Adam McKinney. Ayecha provided the Jewish community with relevant, replicable, and engaging tools to explore diversity and created a support network for Jews of color and multi-racial families. It challenged the establishment to think strategically about diversity and pushed its leaders to transform practices around inclusion. While the organization formally closed after eight years, Ayecha's impact endures through having laid the foundation for the communities, leadership, and resources in the field that thrive today.



Uri L'Tzedek Influences the Orthodox Community to Prioritize Social Justice

Rabbi Ari Weiss, 2010-2012

Founded in 2007, Uri L'Tzedek is the only Orthodox social justice organization that engages Jews in an effort to make social justice, business ethics, and ethical consumption a new norm in the community. Uri L'Tzedek's signature program, Tav HaYosher, has been adopted by more than 100 kosher restaurants nationwide and has raised awareness about ethical consumption and food justice among kosher consumers.

Uri L'Tzedek's boycott of Flaum's manufacturing plant, which was cited for gross violations against workers, demonstrates how the organization has put issues like fair wages and labor rights on the Jewish communal agenda. Through petitions, publications, and educational efforts, Uri L'Tzedek has influenced large institutions like the Orthodox Union, the Rabbinical Council of America, and Yeshiva University to pass resolutions affirming the need for ethics and justice in all aspects of personal and communal life.

Uri L'Tzedek's leaders have become well-respected authorities on Jewish and social justice issues, attracting more than 20,000 participants to their social action programs. Through its fellowship programs, Uri L'Tzedek has developed a new cadre of more than 100 educated young activists committed to Judaism and social justice. In just six years, Uri L'Tzedek has grown from a small start-up to a national organization that is shifting attitudes within the Orthodox and broader Jewish communities.



Keshet Expands the Boundaries of Inclusion

Idit Klein, 2003-2005

In 2001, Idit Klein founded Keshet to respond to the needs of the LGBT community and to advocate for inclusion within Jewish communal institutions. At the time, LGBT Jews were largely hidden, and they were not considered crucial to the overall health and wellbeing of the Jewish community. Rarely did a rabbi or other Jewish community leader speak openly in support of LGBT equality. Hebrew schools and day schools did not train their teachers to respond to anti-gay harassment and bullying.

Eleven years later, Idit's leadership and risk-taking has created more awareness and acceptance of LGBT people within Jewish communities and has helped transform the Jewish community into a powerful political force for marriage equality at the ballot box. Many Jewish schools, youth groups, synagogues, and other institutions now embrace LGBT inclusion and standing up to anti-gay bullying as a primary value, and there are new Gay-Straight Alliance clubs at Jewish community high schools. In 2011, BBYO, a national Jewish youth group with an 87-year history, made a public commitment to put an end to bullying due to real or perceived sexual orientation or gender identity, and in 2012, Jewish communities proved themselves effective organizers on statewide campaigns for marriage equality across the country.

Keshet has made major inroads to realize a more inclusive and diverse Jewish community. It has attracted support from mainstream philanthropies, including the Charles and Lynn Schusterman Family Foundation, and has played a significant role in influencing the Foundation's decision to make inclusion central to its funding priorities.

To Conclude: It Takes a Village

Social entrepreneurs are reinvigorating the landscape of Jewish life. They inspire new ways to think about communal leadership and advance bold visions to engage more and more Jews from different walks of life. They tackle problems with innovative models and impact large-scale public perceptions. Their nimble structures allow them to experiment more freely than their counterparts in larger, more established organizations, whose complicated networks of stakeholders and bureaucratic systems often hinder the ability to adapt quickly to contemporary needs.

The long-term influence of social entrepreneurs is real and measurable. Years after their progressive ideas have been ignored or rejected by mainstream organizations, the very same organizations will adopt and promote these ideas as their own. Success for social entrepreneurs happens when their views are no longer feared but embraced.

These entrepreneurs have made incredible strides – and they have not done it alone. Joshua Venture Group recognizes the importance of the relationship between our Fellows and Alumni and the investors that help bring about change. This collective community of entrepreneurs and investors has modeled collaboration through mentorship, guidance, and thoughtful processes to create new streams of funding.

Social entrepreneurs have helped us to understand that the next chapter of their work cannot be written in isolation. Their needs and communal responses identified through JVG's research offer tangible solutions to work together to effect meaningful change. If we truly want to achieve a more just, vibrant, and inclusive Jewish community in our lifetime, it is our responsibility to support the changemakers whose visions reflect this reality – and we will need to do it together.

Appendix: Methodology and Data Collection

In 2012, Joshua Venture Group (JVG) commissioned two studies and additional stakeholder surveys and interviews to better understand the impact of the Dual Investment Program, to identify the outstanding needs of Jewish social entrepreneurs, to explore ways to scale impact, and to further support our Alumni.

JVG Program Evaluation:

Arabella Advisors (formerly Blueprint Research and Design for Philanthropy) conducted a two-year evaluation of the Dual Investment Program. Tina Joh was instrumental in

developing the framework and methodology, and the team at Arabella put together a comprehensive and thoughtful report. This evaluation included interviews with Fellows, staff, and stakeholders; tracking organizational metrics; observing program retreats; and assessing network mapping through additional data collection from Alumni.

Feasibility Study:

Ora Weinberg, an independent consultant, conducted a feasibility study to identify needs for maturing startups and to determine potential Alumni services. In addition

to analyzing external studies on scaling impact in the innovation sector, Ora spoke with experts from incubators and capacity builders that support startup and post-startup organizations, including Bikkurim, Makom Hadash, Jumpstart, UpStart Bay Area, SmarterGood, and Practica Development Services. Interviews were also conducted with leaders at the following philanthropic foundations and institutions: the Jim Joseph Foundation, the Charles and Lynn Schusterman Family Foundation, Samuel Bronfman Foundation, Slingshot, UJA-Federation of New York, Natan Fund, and the Walter and Elise Haas Fund. As part of the

study, a survey was circulated to Alumni to identify the long-term benefits of receiving JVG's support and potential ways JVG could continue to advance efforts.

The paper also incorporates data collected from internal JVG reporting documents and strategic planning materials. JVG Fellows submitted impact reports and self-assessments as part of their reporting requirements, which documented growth and output metrics as well as narratives to demonstrate impact.

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