



# Cultivating the Next Generation of Giving

Concluding Report on the Impact of Honeycomb's  
Foundation Board Incubator Initiative

FALL 2022



Evaluation and reporting by ORS Impact.

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# Introduction

In 2014, Honeycomb launched the Foundation Board Incubator Initiative, which was designed to support cross-communal Jewish organizations across the world to develop their own locally-led Jewish Youth Philanthropy programs. The aim of the Incubator was to empower youth to develop their Jewish identities and skills to become future Jewish philanthropic leaders in their communities. The Incubator provided host organizations with seed funding to begin their program, a curriculum to guide the participants' experience, and coaching and access to the community of fellow Incubator site staff to support implementation along the way. Between 2014 through 2022, ten program sites engaged with Honeycomb in four-to-five-year partnerships, with funding reduced over this period and the goal of becoming independently operating Jewish Youth Philanthropy programs.<sup>1</sup>

Over the course of the Incubator, ORS Impact (Honeycomb's evaluation partner) has provided ongoing short- and long-term evaluation of the program, examining implementation and progress towards the intended program outcomes, which were to:

- Build participating teens' knowledge, engagement, and identity as Jewish philanthropic leaders;
- Build community engagement and advocacy for the program, and sustainability of the youth philanthropy programs in participating communities; and
- Create successful, self-sustaining local program implementation;
- All of which were intended to drive towards the long-term goal of strengthening local Jewish communities through youth leadership and fostering the next generation of Jewish leaders and changemakers.<sup>2</sup>

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<sup>1</sup> See Appendix A for a list of all current and past program sites and host organizations.

<sup>2</sup> See Appendix B for the full program Theory of Change, which outlines the specific outcomes that the Foundation Board Incubator Initiative was driving towards.

As all ten program sites have now completed the Incubator partnership, this report examines the key outcomes that emerged over the eight years of evaluation. These findings are based on:

- Interviews with ten professionals involved with programming (including program leads, supervisors, and advisory board members) across eight of the Incubator host organizations, conducted in summer 2022.
- Summative analysis of annual youth participant short-term outcome surveys (2015-16 through 2021-22), which were sent to all participants at the end of each year of programming.
- Review of prior evaluation data on program implementation, and the 2019 long-term outcomes report with program alumni.<sup>3</sup>

## Summary of Findings

Overall, we find that Honeycomb's Foundation Board Incubator made progress towards many of the intended outcomes at all levels of the original Theory of Change,<sup>4</sup> and successfully launched the program sites towards sustainable independent operation.

### What distinguishes Jewish Youth Philanthropy Programs?

Program professionals shared several unique characteristics of their programs and Honeycomb's support:

- The powerful combination of engaging in philanthropy through a lens of Jewish values and identity.
- The level of ownership & decision-making power for teens is beyond what youth programs typically offer.
- The adaptable model can flex to meet different community priorities.
- The program's aim of growing the next generation of Jewish changemakers and shifting practices of philanthropy.

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<sup>3</sup> ORS Impact, "[Foundation Board Incubator: Long-Term Teen Outcomes](#)." April 2019.

<sup>4</sup> See Appendix B.

**Key Findings & Roadmap of the Report** | Three key findings emerged around the Foundation Board Incubator's impacts on youth participants, host organizations, and the broader community. Each key finding is described in more detail at the page numbers listed below.

## 1. Youth participants become active, engaged leaders grounded in Jewish values, ethics, and identity.

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- The structure of the Jewish Youth Philanthropy programs **increases teens' connection to Jewish community and identity** in a way that is inclusive of teens from different backgrounds and denominations.
- The program is uniquely empowering to youth, **building their confidence, leadership, and interests in nonprofits and philanthropy**, alongside meaningful community engagement.

## 2. The Jewish Youth Philanthropy programs forge new partnerships and connections across Jewish organizations and the broader community, and typically foster deep support from involved organizations.

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- Youth participants bring a new perspective on Jewish giving, creating **new community connections** across both Jewish and non-Jewish organizations.
- Funders and supporters who connect with the program often become **long-term champions** of the work, engaging year after year.

## 3. Program leaders value being part of a community of practitioners and the ready-made curriculum developed by Honeycomb – all of which help programs become self-sustaining.

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- Program leaders **value the connections** built from being part of a cohort, and the **accessibility and adaptability** of Honeycomb's resources.
- The support that Honeycomb provides transitions the host organizations **from Incubator sites to self-sustaining** programs.



# Youth participants become active, engaged leaders grounded in Jewish values, ethics, and identity.

Program leaders share that the structure of the Jewish Youth Philanthropy program **increases participants connection to Jewish community and Jewish identity** in a way that is inclusive of youth from different backgrounds.

The Honeycomb curriculum is designed to **integrate Jewish identity development into youth participants' philanthropic learning and practice**, by connecting to the concept of *Tzedakah*, Jewish values, and exploring each participants' personal values as they relate these concepts. Many of the program administrators reported that this integration is a key component of what makes this program effective and unique. As one leader described:

*"There are other things that teens can do that... engage them philanthropically, but we're the only one that does it Jewishly. [The Incubator] provides that piece. And allows [youth] to have a foot in the Jewish world"*

– Program professional, 2022

Further, for some youth participants, their Jewish Youth Philanthropy experience is one of their first formal Jewish experiences and **offers participants a pathway to connect to Judaism in a new way**. Program staff told us that that the program accomplishes this through not only the applied Jewish values, but also the opportunity for teens to connect with other Jewish peers.

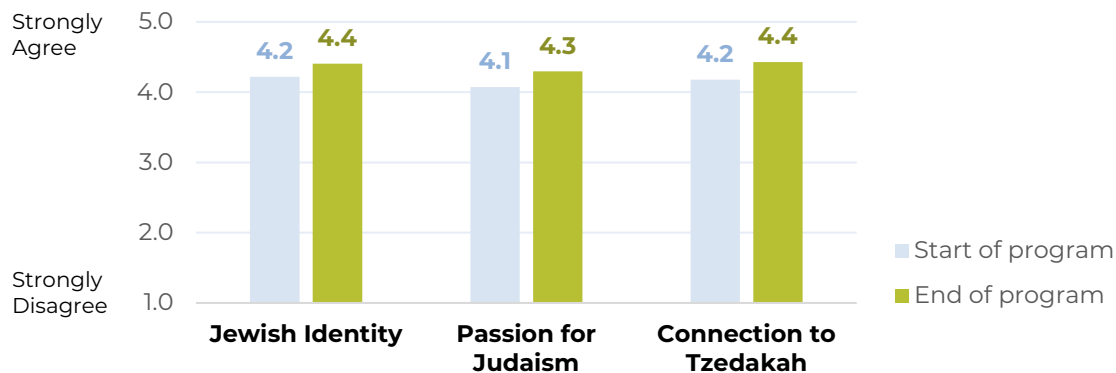
*"We get kids who, this is one of their only Jewish experiences and so they don't want to go to a synagogue-based program or a youth group... this is something that could teach them about Judaism, Jewish values but through a different, more comfortable lens"*

– Program professional, 2022

Over the seven years of operation, yearly surveys indicate that this integrated approach is effective in helping the youth strengthen their Jewish identity, their passion for Judaism, and their connection to *Tzedakah* (Figure 1). Youth participants share their level of agreement with statements related to their own Jewish identity, passion for Judaism, and connection to *Tzedakah* at the start and end of the program year. On average, participants increase their level of agreement on all three measures.

*“One of the most valuable parts of the program was how I got to learn about how Jewish values can be embedded with philanthropy. While creating the mission statement, we were able to choose the values that most closely aligned with us, and that allowed us to think more critically through a Jewish perspective when deciding on grants.”*  
 – Youth participant, Boston, 2022

**Figure 1. On average, youth participants strengthen their Jewish Identity, Passion for Judaism, and Connection to *Tzedakah* over the course of the program (2015-16 through 2021-22).**

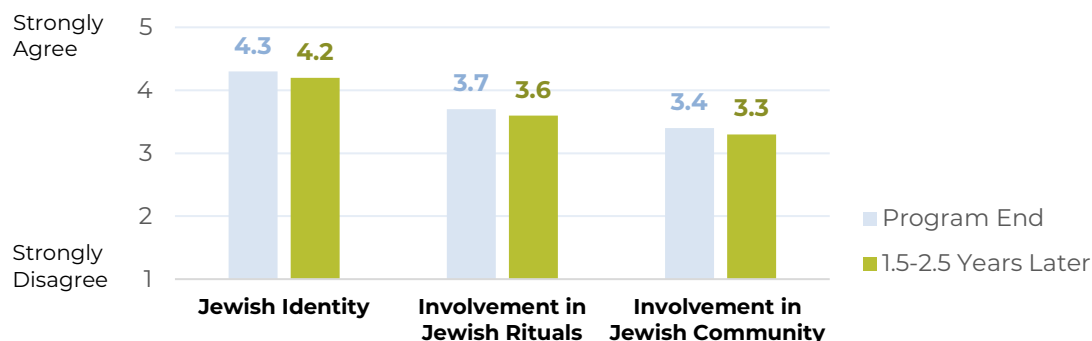


*Note: Scores represent average level of agreement with statements related to Jewish Identity, Passion for Judaism, and Connection to Tzedakah at the beginning of the program year, and at the end of the program year. Scores are averaged across all years of survey data.*

**These connections to Jewish identity and community persist beyond the scope of the program itself.** In a 2019 study on the long-term outcomes<sup>5</sup> of the Honeycomb Incubator programming on youth participants, evaluators found that on average, participants’ rating of their own involvement in Jewish community and rituals and in their own positive Jewish identity stayed nearly consistent in the 1.5-2.5 years following completion of the Jewish Youth Philanthropy program (Figure 2).

<sup>5</sup> ORS Impact, [“Foundation Board Incubator: Long-Term Teen Outcomes.”](#) April 2019.

**Figure 2. Average self-ratings of Jewish Identity, Involvement in Jewish Rituals and Community are maintained\* in the years following program completion (2019).**

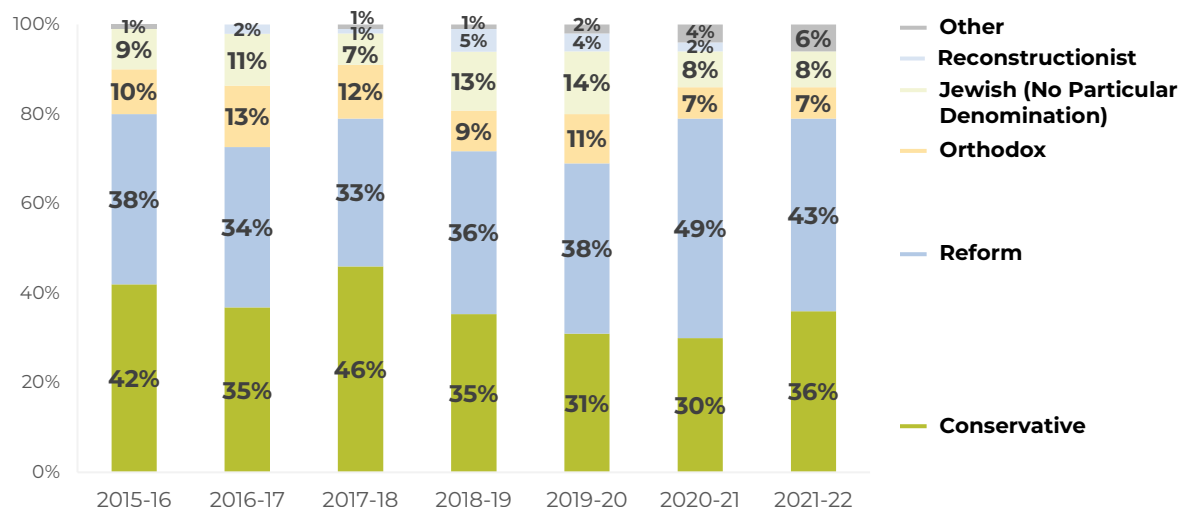


Note: Scores represent average level of agreement with statements related to Jewish Identity, level of involvement in Jewish rituals, and involvement in Jewish Community, and were taken from surveys immediately following program completion, and 1.5-2.5 years later.

\*The slight reductions in average scores were statistically insignificant.

Many of the program staff report that their program site works hard to **recruit teens from diverse backgrounds and Jewish affiliations and see the resulting diversity of their youth participants as an important component of the program.** This recruitment strategy typically results in a fairly diverse group of youth participants across sites. Post-program survey data shows that typically around two-thirds to three-quarters of participants identify as Conservative or Reform; while the rest of the participants are mix of Orthodox, Reconstructionist, Renewal, Jewish with no particular denomination (also described as “Just Jewish”), or other denominations or religions (Figure 3).

**Figure 3. Youth participants consistently represent a diverse group of Jewish denominations (2015-16 through 2021-22).**



One administrator shared what she saw as the value of the diversity of participants for all:

*“A lot of the teens are meeting teens they would otherwise not meet, whether they’re coming from a particular temple or from a particular school. Those are the kids that they normally hang out with, and here we have Reform, Conservative, Orthodox, unaffiliated, nonreligious, and so we’ve heard from many of them that this is really an opportunity they wouldn’t have had, hearing the perspectives of teens coming from different backgrounds, different economic backgrounds, has been very enlightening.”*

– Program professional, 2022

The benefit of engaging a diverse group of teens, some of whom may not otherwise actively participate in the Jewish community, was a consistent theme across multiple years of program evaluation – even just two years into implementation.<sup>6</sup>

*“I liked the program because it gave me access to a Jewish community despite being at a secular high school. I enjoyed being with friends and meeting new Jews who are from the greater Boston area.”*

– Youth participant, Boston, 2022

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<sup>6</sup> ORS Impact, “Jewish Teen Funders Network: Foundation Board Incubator Evaluation.” September 2017.



Jewish Youth Philanthropy is uniquely empowering to youth, building their confidence, leadership, and interest in nonprofits and philanthropy, alongside meaningful community engagement.

In nearly every interview with program professionals in 2022, we heard the theme that the youth participants “take this program seriously.” The Honeycomb-provided curriculum and program structure is designed to empower teens’ decision-making skills, helping **them feel a sense of responsibility** towards the program and grantees, and **become more active and engaged in their communities as changemakers**.

Annual participant surveys indicate that the youth participants agree that they are learning important skills related to consensus-building and leadership. Across seven years of programming, 94% of all participants agree that they learned skills for building consensus and working in a group, and 86% agree that they built skills for taking leadership (Figure 4).

**Figure 4. Jewish Youth Philanthropy program participants report that the experience taught them leadership and consensus-building skills (2015-16 through 2021-22).**



*Note: Scores reflect the proportion of youth participants who indicate that they learned “A lot” or “A moderate amount” about these topics during the Jewish Youth Philanthropy program, across all years of survey data.*

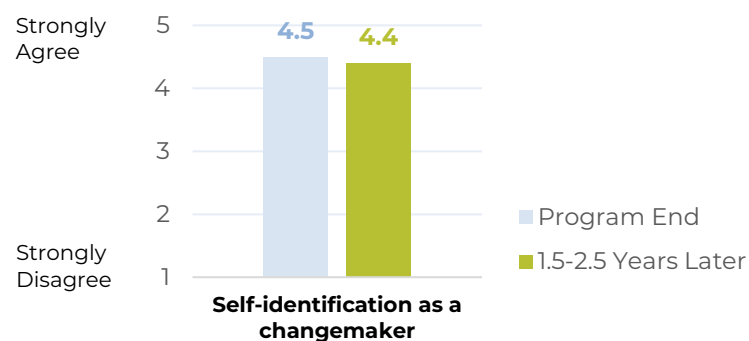
Program professionals identified several **core aspects of the Honeycomb Incubator that encourage this sense of responsibility**: letting the group come to consensus on what Jewish giving means to them and what their focus area will be, giving the youth final responsibility for granting the funds, and the importance of the check granting ceremony to see their hard work come to fruition. As one program leader said in a 2022 interview, this allows

the youth to see that “the decisions you make impact people who need you, and I think that’s extremely impactful.”

However, some program professionals also shared that this impact requires the leadership of the host organization to truly cede responsibility to the youth participants. This can be challenging when the youth make choices about the funds and grantees that the host organization ordinarily would not. One site leader who had experienced some conflict between the perspective of the host organization and the participants’ preferences explained in a 2022 interview that “this is a program that [is]... trying to level the playing field between adults and youth and uplifting youth voices... but it doesn’t happen when the institution doesn’t really let them play in real world scenarios.”

**This commitment to youth leadership pays off: post-program and long-term follow-up surveys indicate that participants’ strong identification as a “changemaker” following program completion continues for several years beyond.** In a 2019 study on the long-term outcomes<sup>7</sup> of the Honeycomb Incubator on youth participants, evaluators found that on average, participants’ self-identification as a “changemaker” persisted strongly even 1.5 to 2.5 years following participation in a Jewish Youth Philanthropy program (Figure 5).

**Figure 5. Two years following engagement in the program, participants’ self-identification as a “changemaker” is maintained (2019).**



*“I learned that the change of the world is in our hands.”*  
– Youth participant, Houston, 2022

*Note: Scores represent average level of agreement with statements related to having an identity as a “changemaker”, and were taken from surveys immediately following program completion, and 1.5-2.5 years later. Examples of statements include: “I look for opportunities to make change in the world” and “Determination to create change is an important part of who I am.”*

<sup>7</sup> ORS Impact, “[Foundation Board Incubator: Long-Term Teen Outcomes.](#)” April 2019.

The long-term outcome survey additionally found that this identity is often accompanied by active engagement in their communities. Over half of the former Jewish Youth Philanthropy program participants reported in the 1.5-2.5 years following their participation that they were involved in a “philanthropic activity or other effort aimed at changing the lives of others.”<sup>8</sup> These activities were diverse in focus: over half were focused on helping individuals and families, and about one-third were Jewish-focused.

*“I have learned how to collaborate with others to make a real, tangible difference in the global community. I have gained practical skills which effectively turn my aspirations for change into real, impactful actions.”*  
 – Youth participant, San Diego, 2022

In addition to skills around leadership and changemaking, survey results indicate that the Jewish Youth Philanthropy program is successful in **building knowledge and engagement in the sector of nonprofits and philanthropy**. Through

the program, teens gain skills and knowledge about these sectors that they would be unlikely to come upon otherwise until much later in life.

Participants share in annual post-program surveys that they build tangible skills related to philanthropy, such the landscape of philanthropy and nonprofits, the process of making decisions about grants, and giving guided by local needs and personal and Jewish values (Figure 6).

**Figure 6. Jewish Youth Philanthropy program participants report that they gained knowledge about philanthropy and nonprofit practices (2015-16 through 2021-22).**



Note: Scores reflect the proportion of youth participants who indicate that they learned “A lot” or “A moderate amount” about these topics during the Jewish Youth Philanthropy program, across all years of survey data.

<sup>8</sup> ORS Impact, “[Foundation Board Incubator: Long-Term Teen Outcomes.](#)” April 2019.


In addition to developing engagement in philanthropy and changemaking, in many communities, participants **step up to leadership roles** after their initial Jewish Youth Philanthropy experience – either on their own, or through the support of their host program site. In 2022 interviews, program professionals shared a range of experiences that the youth participants are involved in following the Jewish Youth Philanthropy program.

- Several programs have developed either formal or informal ways for second-year participants to take on mentorship roles with new participants or younger students, and additional extension activities.
- Many program leaders share that they see many of their participants go on to participate in other Jewish teen leadership programs, or step up into leadership roles in their communities, schools, and synagogues.
- One program has created an internship program, so that former Jewish Teen Philanthropy Program participants can continue to deepen their engagement with some of the nonprofits that they granted funds to. But even without this formal set-up, several other program leaders report that youth from their sites regularly go on to volunteer at some of the organizations they have been exposed to through the grantmaking process.

Lastly, alongside learning and growing as engaged community members, **youth participants also enjoy the experience**. Most program administrators shared that their site regularly has high retention: many of their participants regularly return for a second year. And the participants themselves share that they agree: across all years of implementation, 88% of participants say in the post-program survey that they would recommend the program to a friend.

88%

of participants across all years would **recommend this program to a friend**



The new perspectives youth bring to the philanthropy program forge new **partnerships and connections** across Jewish organizations and the broader community and **foster deep support** from involved organizations.

Youth participants bring a new perspective on Jewish giving, creating **new community connections**.

Youth participants bring unique perspectives on what “Jewish giving” means to them and tend to give in ways that can be different or broader than the typical practices of their host organization or other funders. For example, youth participants might give to organizations that aren’t Jewish-led or are not directly Jewish causes but align with youth participants’ own conceptions of what Jewish values encompass, or they might engage more deeply with grantees in the grantmaking process than funders typically do. Program professionals share that these different and more expansive practices have in some cases **created new relationships between the host site and grantee organizations by expanding conceptions of “Jewish causes,” making new organizational connections, and putting a new face to the local Jewish community**.

One program professional said that by virtue of the grantmaking that the youth participants engage in, they are **widening the connections across the community**: “They’ve given fifty-eight grants in the first seven years of the program. That’s fifty-eight different organizations that have really been touched by this, and not just in [our city] but all around the world, which is really cool.” Another program professional we interviewed in 2022 shared how the youth participants’ grants create new relationships with non-Jewish organizations:

*“The students are funding agencies and organizations in the general Indianapolis community outside the Jewish community, again, that puts a Jewish face and a relationship with the Marion County Public Library system or some other organization that may not have existed. They may not know much about us but now they know that there’s a Jewish community here and they’re interested in what these teens are doing.” – Program professional, 2022*

Further, one program professional shared that she had **seen the quality of relationships between nonprofit organizations and the host organizations improve**, and perceptions of the host site’s priorities change because of the different ways that the youth engage with them and make decisions. As they described it:

*“[The youth participants’ decisions have] just started to change the landscape. One [program year], they granted to a non-Jewish organization and suddenly it changed the relationship between those in that organization that thought that the [host organization] only cared about Jews and didn’t want to do any other work or wouldn’t even be open to it. But because the teens invited them to the grant, they got invited to the building, and now they were connected into the system. They were like, oh, snap, this organization is a bit more inclusive than we even thought that it was, and that to me just helps the whole community. It helps the visibility for the organization. It’s good PR for the community and everybody else.”*

– Program administrator, 2022

These sorts of impacts indicate that the program is beginning to move towards the outcomes targeted in the original program Theory of Change (see Appendix B) such as increasing awareness of the Jewish Youth Philanthropy program and driving toward the end goal of strengthening Jewish and local communities through teens’ leadership.

## Funders and supporters who connect with Jewish Youth Philanthropy often become **long-term champions** of the work.

In most program sites, at the close of Honeycomb's Incubator support, the **Jewish Youth Philanthropy program has become embedded in the host organization** and is deeply valued by organization leadership. As of summer 2022, all ten existing program sites planned to continue offering Jewish Youth Philanthropy programming into the future.

Program professionals shared with us that the decision to continue the youth philanthropy program beyond Incubator support was typically due to the support from participating teens, parents, and the mission alignment of youth philanthropy with the host organization's own goals.

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original sites are continuing to offer Jewish youth philanthropy programming beyond Honeycomb's incubator support.

In seven of the eight sites represented by interviews in 2022, program professionals shared that the strong mission and organizational alignment between the host organization and the Jewish Youth Philanthropy program was a driving factor in continuing the work. This **mission alignment and leadership buy-in is a key factor for success of the program** over the long term. Several program administrators mentioned ways that support from the host organization's leadership smoothed potential challenges with funding decisions and leadership transitions. At one site, when a long-term grant for the Jewish Youth Philanthropy program ran out, the host organization's leadership decided to continue supporting the program out of their larger program budgets. Others shared that CEOs or directors of the host organization assist with fundraising for the youth philanthropy program by helping the program staff make connections or by championing the work across their networks. Other sites shared that during past or upcoming transitions in leadership at the host organization, the outgoing and incoming leaders have typically affirmed support for the youth philanthropy work. As one program professional shared with us:

*"People in the agency are proud of this program, and they're willing to help with it and attend and see the successes of it as well."*

– Program leader, 2022

Many of the program administrators at host organizations further shared that their organization chose to continue the Jewish Youth Philanthropy program beyond the Incubation period because it **filled a gap in programming for young people that their community wanted**. One program professional shared that their organization had a variety of programs for all age levels, but nothing for teens; the Honeycomb-provided curriculum and Incubator filled that gap in a way that felt mission- and values-aligned. As another program professional shared, the support for the program is widespread across their organization, and it is seen as worth the commitment of resources:

*“The thing that’s clear to me about this program is... teens are very excited about it. Parents are very excited about it... It’s something that our whole organization really values. The board likes to hear about it. It’s a lot of investment of time considering the relatively small dollars that come out of it, but it’s worth it as a kind of flagship program and the fact that it’s contributing to future generations.”*

– Program leader, 2022

While sustainable funding continues to be challenging at some program sites, programs typically have **developed a group of committed champions** who help fund, support programming, and engage with the youth participants. Jewish Youth Philanthropy program sites have **varying relationships to funders**. Several are funded by endowments, or directly by their host organizations. The rest must fundraise to cover the costs of running the program, and while many have consistent donors, the donor base remains a small, dedicated group, most often of individual donors. Program professionals shared that their donors are typically individuals who are passionate about the program, often for personal reasons – many of the donors want a program like this to exist for their own family and community to be able to access. Yet while many of these individual donors fund year-over-year, program staff find that soliciting larger or multi-year donations or diversifying the donor base is challenging. This challenge with accessing sustainable, diversified funding for non-endowed sites has persisted over the years: program evaluations as early as 2017 surfaced this challenge,<sup>9</sup> and administrators noted it as a continued challenge during 2022 interviews.

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<sup>9</sup> ORS Impact, “Jewish Teen Funders Network: Foundation Board Incubator Evaluation.” September 2017.




In addition to sustainable funding, program professionals emphasized the importance of community-based champions to support the youth philanthropy programs. At the close of the Incubation period, program professionals generally found that their **sites had cultivated a small group of deeply committed supporters, and they described who these people were in varying ways.** For example, in addition to the support and advocacy of the program from staff and leadership of the home organization, some mentioned the **important role of the program’s advisory board in identifying potential funders, making connections** with speakers for meetings, or by supporting in more direct ways. Several of the program professionals shared that current and former youth participants’ parents often engaged in advisory boards – and that at many sites, parents of the participants who had completed the program even several years ago still volunteered and provided word-of-mouth support for the program.

One program professional added that the **nonprofit staff that the participants solicit grant applications from can be considered champions of the work as well.** These nonprofit staff members support the work by sending in the grant applications and attending the meetings with the participants. As she described the support:

*“...it really did take an individual to sit down and to do that work and to say even though I might only get \$5,000 out of this, it’s worth it to be a part of this to support the youth, to encourage future philanthropists and future community leaders... other leaders at nonprofits understand the importance of this work.”*

– Program professional, 2022

Overall, while several of the program professionals told us that the program typically doesn’t attract a huge number of partners or funders, it doesn’t necessarily need to in order to successfully run. Instead, they shared that the partners and supporters it does attract are often different types of supporters or have different interests than typical funders of the host organization, and that they tend to be deeply supportive over the long-term – though diversifying funding sources remains a challenge.



Program leaders value being part of a **community of practitioners** and the **ready-made curriculum** developed by Honeycomb – which helps programs become self-sustaining.

Program leaders **value the connections** built from being part of a cohort and the **accessibility and adaptability** of Honeycomb's resources.

When asked about the supports that Honeycomb provided through the Incubator, program professionals consistently shared the **value of being part of the cohort of Incubator program sites**. Particularly useful was the opportunity to build connections, problem-solve, and gain new ideas from other program staff through the convenings or through informal connections. Program staff shared that this was especially important during the early years of implementation, but it continued to be a great resource as the programs progressed. One program professional told us that their site is implementing a new extension program because of connections built during a Honeycomb-supported workshop:

*“We actually took some ideas from another organization and we’re going to be implementing a madrichim program for [our site] in the fall, so now teens in their third or fourth year have the option if they would like to be madrichim with the first-year cohort, and that is something that another group who uses this curriculum was doing and so we thought that would be a good idea for our community as well” – Program professional, 2022*

Many also valued the **accessibility and helpfulness of Honeycomb program staff.**

Program professionals regularly expressed that knowing that there were friendly and knowledgeable Honeycomb staff members a phone call away was an important resource during implementation of the program.

*“The best part of the support that Honeycomb offers is their staff. The check-ins, the compassion, the support, I mean really you feel it.”*

– Program administrator, 2022

Program staff also frequently cited the **Honeycomb-provided curriculum as an important support for their work.** Newer program leaders typically shared that having the Honeycomb curriculum at-the-ready as they began the program made getting started much simpler, and more experienced leaders often **emphasized the adaptability of the program model and curriculum,** infusing programming with their own community priorities over time.

*“Teen philanthropy is something that parents have been asking us for here for years... [the Incubator] was a way for us to do it and it really provided us with a framework, a model, something easy to work with and powerful for the teens. It was great.”*

– Program professional, 2022

This finding about the opportunity to adapt was consistent over the course of the evaluation and was similarly shared in 2017 internal program evaluations.<sup>10</sup> Examples of these adaptations shared in 2022 included:

- Differences in the emphasis on fundraising for grants versus learning about philanthropy for youth participants, depending on community preferences and the priorities of the host organization.
- Variety in frequency, length, and purpose of youth meetings, or incorporating social activities in different ways.
- Creation of second-year extension activities such as internships or mentorship programs.
- Creating a partnership with a local university to allow youth participants to access and earn credits in their philanthropy courses.

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<sup>10</sup> ORS Impact, “Jewish Teen Funders Network: Foundation Board Incubator Evaluation.” September 2017.

## The support that Honeycomb provides transitions the program sites from Incubator sites to self-sustaining programs.

As of summer 2022, each of the Incubator host organizations plan to continue Jewish Youth Philanthropy programming in the future. While some program administrators shared leadership transitions ahead for the program, or learnings from COVID-19 programming changes that may shift the scale or logistical aspects of programming, each of the ten current program sites will continue Jewish Youth Philanthropy programming and activities into 2023, with nine of those sites continuing in largely the original Incubator model. While program sites will continue to be part of Honeycomb's network of Jewish Youth Philanthropy programs and will have opportunities to connect with other program leaders and staff through events, trainings, and communities of practice, the host organizations will be responsible for funding and running the program.

As Honeycomb's Jewish Youth Philanthropy Incubator program wraps up, this rate of continuation by the Incubator program sites even without Honeycomb's financial and one-on-one coaching support, alongside the level of ownership and adaptation that many sites display, indicate that the Honeycomb Incubator model has been successful in launching these programs to sustain themselves into the future.

### Top Tips for Organizations Interested in Developing a Jewish Youth Philanthropy Program

During interviews with program professionals over the course of the Incubator experience, these key pieces of advice rose to the top for future program sites:

1. Ensure that your organization and organizational leaders are aligned with the mission and vision of Jewish Youth Philanthropy. This not only facilitates true empowerment for the youth participants, which is essential for program success, but also smooths the way for sustainability and making connections with funders and champions.
2. Find the right facilitator. The right person may have a background in philanthropy & Jewish values, but most importantly should be able to connect authentically with teens.
3. When recruiting participants, be up-front about the commitment required for busy, often over-scheduled youth to create a cohesive youth group.
4. While arranging site visits can be challenging, program leaders and teens often cite this as one of the most valuable experiences for participants.



## Appendix A.

# Foundation Board Incubator Program Sites.

### LAUNCHED 2014-15

- **Detroit – The Jewish Fund**  
The Jewish Fund Teen Board
- **San Diego – Jewish Community Foundation of San Diego**  
Jewish Teen Foundation

### LAUNCHED 2015-16

- **Boston – Hebrew College (formerly also hosted at Gann Academy)**  
Jewish Teen Foundation of Greater Boston
- **Toronto – Jewish Foundation of Greater Toronto**  
Jewish Teen Board
- **Melbourne – Australian Jewish Funders**  
Jewish Teen Giving Initiative

### LAUNCHED 2016-17

- **Philadelphia – Jewish Family and Children’s Service of Greater Philadelphia (formerly hosted at Jewish Federation of Greater Philadelphia)**  
Teen Empowerment Program
- **Israel (in 15 cities) – Israel Association of Community Centers (formerly hosted at Keren Baktana)**  
Magshimim

### LAUNCHED 2018-19

- **Seattle – Stroum Jewish Community Center**  
Giving Initiative for Teens
- **Indianapolis – Jewish Federation of Greater Indianapolis**  
Youth Philanthropy Indianapolis Teen Board
- **Houston – Evelyn Rubenstein Jewish Community Center of Houston**  
J-Teen Philanthropy Initiative



## Appendix B. Theory of Change.

- **Honeycomb Foundation Board Incubator theory of change**  
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- **Teen Foundation Board (individual program site) theory of change**  
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# Honeycomb Teen Foundation Board Incubator Outcome Map | 2013-2022

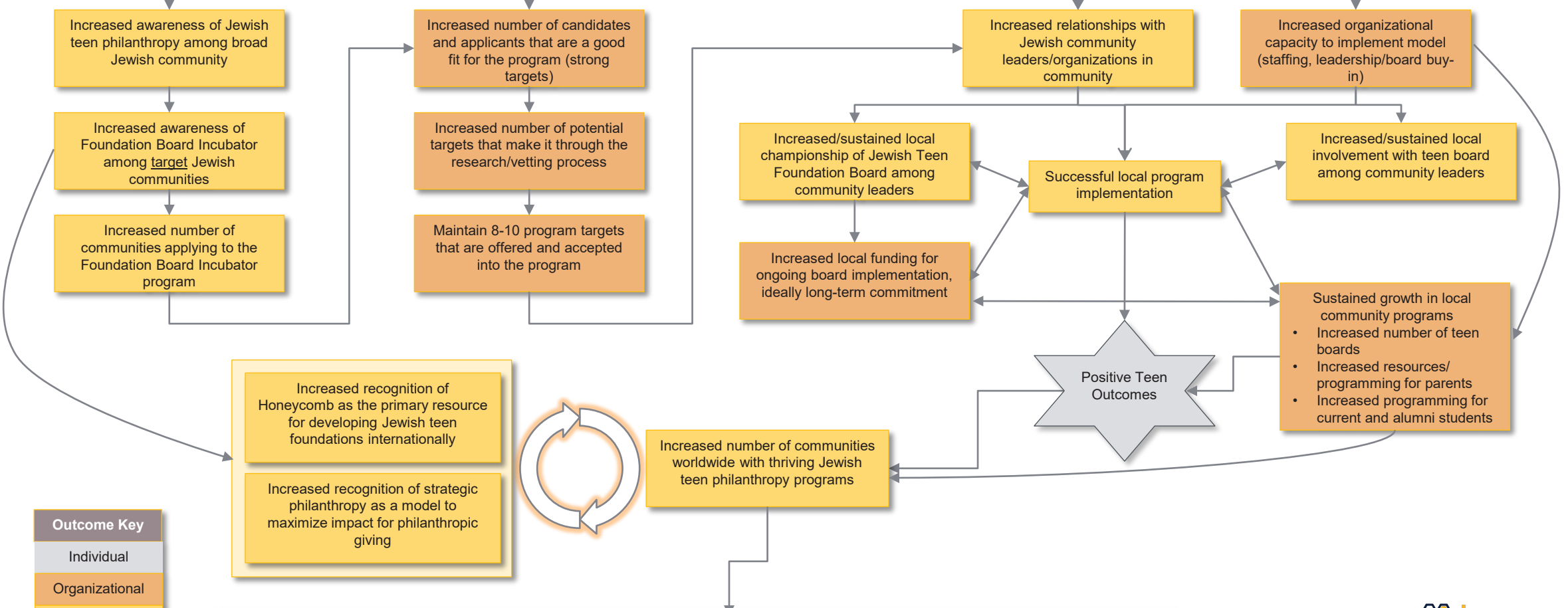
Resources

- Jewish teen foundation model, with fundamental program components
- Local community organizations, such as federations and community foundations (implementers of program)
- Diverse Jewish teen participants in local programs, and their families
- Dedicated Honeycomb Incubator staff support (5.5 years per org.)
- Funding to local community organizations (4.5 years per org.)
- Jewish values of *tzedakah* (charity) and *tikkun olam* (repairing the world)
- Access to the Honeycomb network
- Honeycomb staff and resources

Strategies/ Activities

- Build Awareness**
  - Educate communities about Jewish Teen Philanthropy
  - Market Foundation Board Incubator program
  - Utilize Foundation Board Incubator alumni voices/stories
- Recruit Communities and Institutions**
  - Identify and research potential candidates (proactive) and applicants (receptive)
  - Select and engage target communities, organizations and local leaders
  - Select cohort participants
- Onboard participants (6 months)**
  - Support hiring of local program director
  - Support conceptualization/design of local programs based on best practices and local needs
  - Engage organization/community leadership
- Support implementation and sustainability (5 years)**
  - Provide educational resources, including curriculum and program materials
  - Provide training, support and ongoing coaching for working with teens and building local community infrastructure (advisory board, champions/funders)
  - Support local evaluation

Outcomes



**Outcome Key**

- Individual
- Organizational
- Community

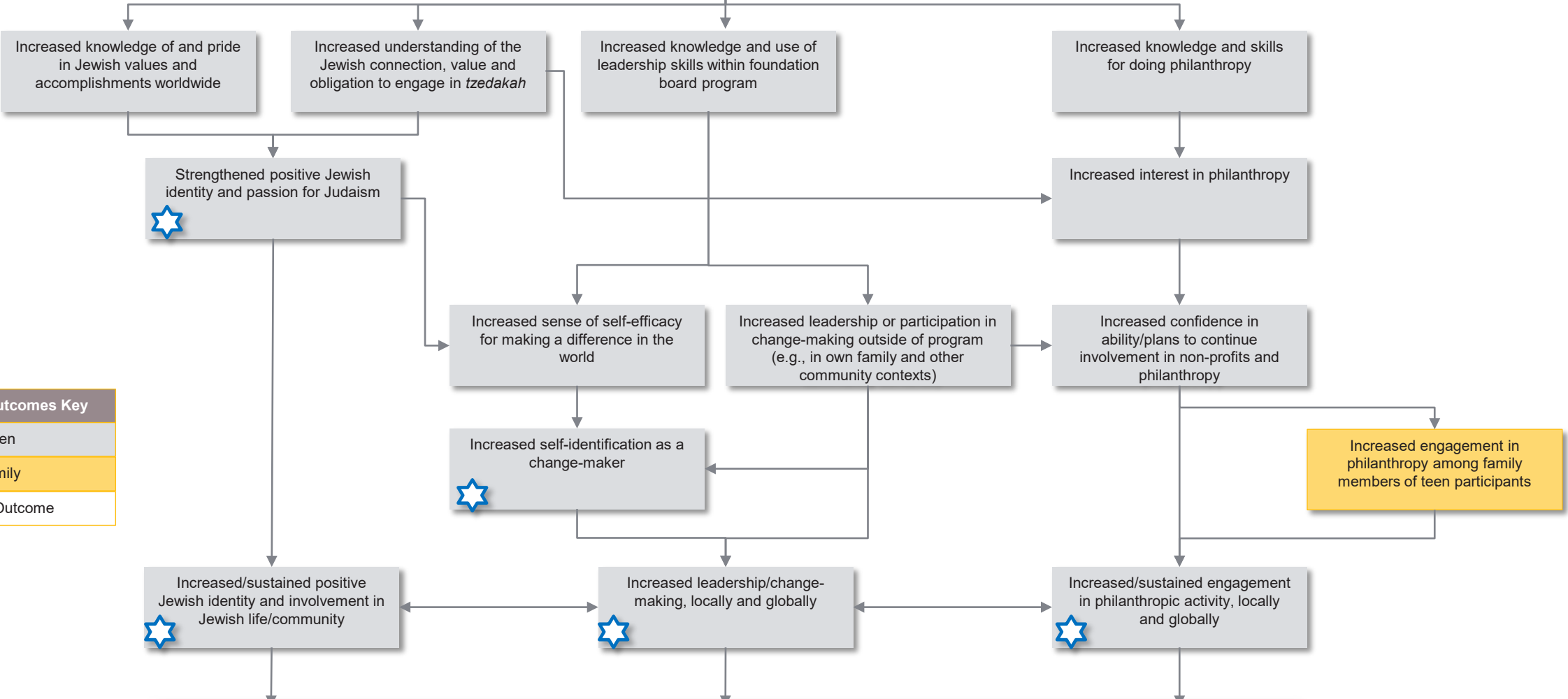
**Jewish communities and local communities are strengthened thru active teen leadership and philanthropic programs  
More Jewish leaders and change makers throughout global community**

Strategies/  
Activities

- Community Organization Implementation of Foundation Board Program (5 years)**
- Hire program staff
  - Recruit cohort(s) of teen participants
  - Implement foundation board curriculum annually, adhering to fundamental program components
  - Conduct year-end program evaluation

- Teen Participation in Foundation Board Program (1+ year(s))**
- Commit to program participation
  - Attend immersive kick-off event and subsequent foundation board meetings
  - Participate in grant making process, including site visits and award-making
  - Participate in year-end program evaluation

Outcomes



**Individual Outcomes Key**

Teen
Family
★ Priority Outcome

Goal

**More Jewish leaders and change makers throughout global community**



Interested in beginning a Jewish Youth  
Philanthropy program? Visit [honeycomb.org](https://honeycomb.org) or  
contact [info@honeycomb.org](mailto:info@honeycomb.org) to learn more.

