Building an Impact Organization

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"Fast Chat" Questions

1. When someone wants to tell the story of how your organization or program succeeds, what types of words, numbers or phrases are used?

2. Think about the various meetings you've attended as a leader in the past 12 months. What percentage of time was devoted to trying to fix problems or overcome challenges facing the organization?

3. When you try to describe the challenges facing your organization, what types of words, numbers or phrases are used?

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Everything is changing

- Only 31% of American Jews belong to a synagogue

- Over 50% of Millennial Jews have only one Jewish parent

- Only 51% of American Jews have had a bar or bat mitzvah ceremony

- Americans "overwhelmingly think that religious organizations are too concerned with money and power, too focused on rules and too involved in politics."

- Millennials are the most distrustful generation ever recorded. They don't want mega organizations; they want intimate, customized, challenging and high impact experiences.

- 94% of American Jews have positive feelings about Judaism

People want customization

"Whereas in the Ford economy, the masses were served by many people working to make one uniform product, in the Starbucks economy, the masses are served by a few people working to make thousands of customized, personalized products (Micro Trends)." - Mark Penn in his book Micro-Trends.

Ford Economy → Starbucks Economy

Jews Are Post-Institutional

"Jews seek cultural experiences that offer alternatives to an institutional world they see as <u>bland, conformist, conservative, judgmental and laden with an 'agenda'</u> of one sort or another"

— Steven M. Cohen and Ari Kelman

"If you want to know what's important to an organization, see what they measure"

Invert the Values Pyramid
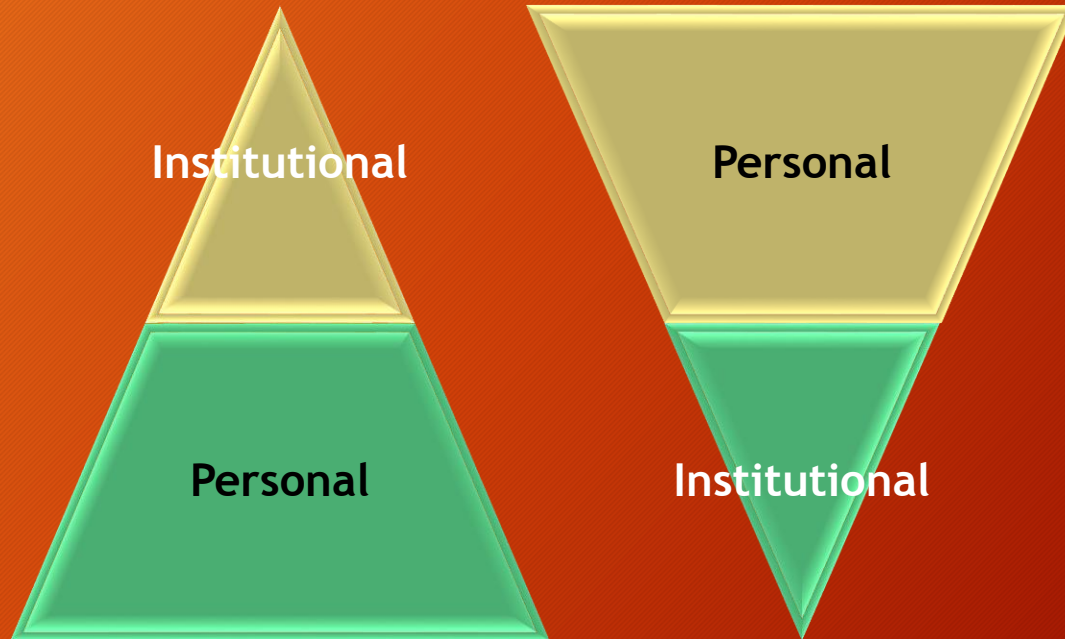
Start with what's right

Asset Based Community Development Theory

- From the research of **John Kretzmann** and **John McKnight**

- Asset-Based Community Development Institute at Northwestern University

- A Path Toward Finding and Mobilizing a Community's Assets

What's wrong with starting with what's wrong?

Goal becomes survival
Solution to every problem is another program
Community is forced into passive client relationship to organization
People relate to the organization rather than to each other
Organization grows slower and becomes more top-heavy
Resource allocation is driven by institutional needs rather than needs of people

Asset-Based Community Development

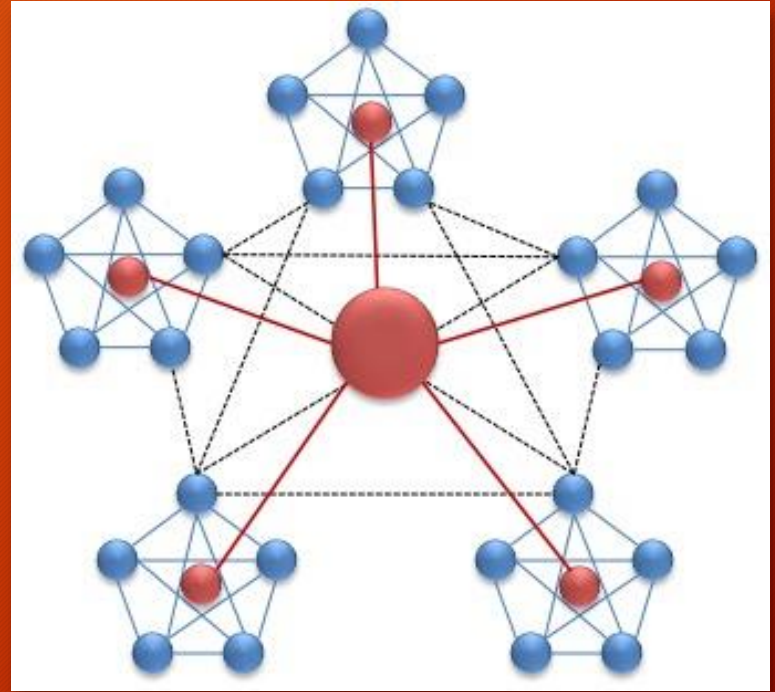| Goal is transformation |
| --- |
| Focus is on building upon assets |
| Organization becomes smaller and faster |
| Resources are deployed to people, empowering communities to do for themselves |
| Power of social networks is released, fostering greater connectivity and vibrancy |
| Focus is on well-being of individuals rather than institutions |

What this looks like

How do you measure all of this?

Data is so much fun

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Student Tracking Summary

7/1/16 thru 3/29/17	Jewish Students	All Students	Jewish Freshmen	All Freshmen
Total distinct interactions for staff	937	1,074	250	266
Total Distinct # of students at events	1,294	1,932	350	506
Total distinct # of students reached by interactions and events	1,381	2,004	379	539
# of events (thru 3/29/17)	2,554			

Student Interactions by staff Person

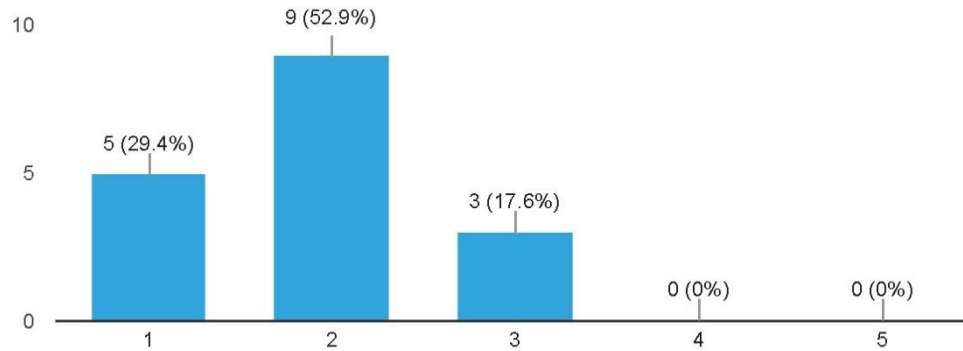| 7/1/16 through 3/29/17				
Engager	**Distinct Interactions**	**Total Interactions**	**Freshmen Distinct**	**Freshmen Total**
Engagement Professional	340	657	81	125
Engagement Professional	341	1,034	117	275
Middle Management	171	282	17	28
Engagement Professional	289	519	94	149
Middle Management	140	416	19	24
Part-time Educator	167	679	46	198
Israel Fellow	196	565	51	142
Rabbi	174	404	39	103
Middle Management	224	461	52	131

Numerical Impact Measures

Based on Likert scale of 1-10 (10 = highly agree)	
I feel part of a Penn Greek Life community.	8.6
I have made new friends through my involvement with the Penn Greek Life Seminar.	8.2
I would recommend the Penn Greek Life Seminar to a friend.	8.6
I tell my friends/family about conversations we have at weekly meetings.	5.9
Our weekly meeting was a safe space to explore Jewish ideas.	9.2
Our weekly meeting was a productive space to reflect on Jewish questions.	8.8
This program has helped me feel more confident about my relationship with Judaism.	7.9
This program has helped me appreciate new ways of connecting to Judaism.	8.2
Please rate the quality and style of Rabbi X as a facilitator of Jewish conversations.	9.4
Please rate Rabbi X as a teacher overall.	9.5

Measuring Confidence

The content and style of our Jewish discussions has helped me feel more confident about my Judaism

17 responses

I feel there is a place for me in the Jewish community here at Penn.

17 responses

Positive Memory

+

Knowledge

+

Jewish Self Confidence

+

Connected to other Jews

=

Ownership of Jewish Experience

→

Meaningful Jewish Life