



CATALYZERS OF CHANGE

Unlocking the Potential of Institutional Leaders

UPSTART

Quarterly Report | October 2018

“I no longer believe that institutional change takes a lifetime.”

— UpStart program participant

Twenty years ago, the Jewish innovation field emerged to create more dynamic opportunities for meaningful Jewish engagement. The field aimed to support burgeoning changemakers, to spur experimentation, and to promote the shift in culture needed for new opportunities to flourish. We started by investing in the growing potential of Jewish social entrepreneurs (and their groundbreaking ventures) as architects of the Jewish future. We provided a platform for them to dream, build, and grow bold initiatives that enhance the vitality of Jewish life.

As these social entrepreneurs grew in number and name recognition, so did interest in UpStart’s services from more established institutions that aspired to adapt to an evolving world. These institutions and their intrapreneurs (leaders with the entrepreneurial drive to create institutional change) represented immense untapped potential. Whereas entrepreneurs were struggling to build basic infrastructure and develop resources, intrapreneurs had resources at their fingertips, but lacked the skills and authority to act as bold agents of change.

Entrepreneurs and intrapreneurs were essentially asking many of the same questions: *How do I create an expression of Jewish life that meets the needs of today’s Jewish population? How do I build and sustain something meaningful? And, how can I most effectively ensure that Jewish tradition remains meaningful for years to come?*

This report represents a snapshot of how we’re helping intrapreneurs and their institutions answer these questions. In FY18 and FY19 alone, we’ve already worked with 859 intrapreneurs and institutional leaders across 269 organizations to launch and adapt offerings that speak directly to the needs of their communities. We collaborated with them

to reorient their organizations towards an entrepreneurial spirit, and in the process, we expanded our community’s pool of leaders who can confidently and competently enact change. Those leaders, along with their institutions, are actively launching initiatives to meet their constituents’ needs, and discontinuing the ones that don’t.

Read on for highlights about how these intrapreneurs are building a more just, vibrant, and inclusive Jewish future. We hope this report imbues you with the same optimism we have about this work.



Linda Gerard
Chief Program and
Innovation Officer

A handwritten signature in black ink, appearing to read 'L. Gerard'.

*All testimonials drawn from anonymous surveys of participants.

PROGRAM OVERVIEW

Intrapreneurs within legacy institutions—Federations, synagogues, and day schools, for example—face a myriad of challenges when trying to adapt to our community’s changing needs. They often operate in risk- and change-averse environments. They may lack understanding of some of their constituents (particularly “unengaged” individuals), and thus have a hard time crafting programs to serve the full spectrum of their communities. Even those wanting to make change face obstacles, lacking authority to test bold ideas or gain buy-in across teams.

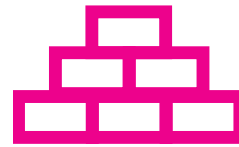
UpStart’s programs use cutting-edge tools like design thinking and adaptive leadership, combined with our deep knowledge of Jewish communal life, to support institutional leaders with the courage and drive to lead change. With UpStart’s partnership, these intrapreneurs are able to transform their organizations from sources of untapped potential into wellsprings of dynamic Jewish programming.

See below for our core offerings.



DREAM

Labs convene organizations and communities to generate and test new ideas.



BUILD

Sprints and Workshops help leaders develop promising initiatives and intrapreneurial skills.



GROW

Accelerators immerse leaders with a cohort to design and adopt new solutions, as well as spark culture shifts.



SUSTAIN

Customized Services provide consulting, coaching, and facilitation as an add-on to participation in existing programs.

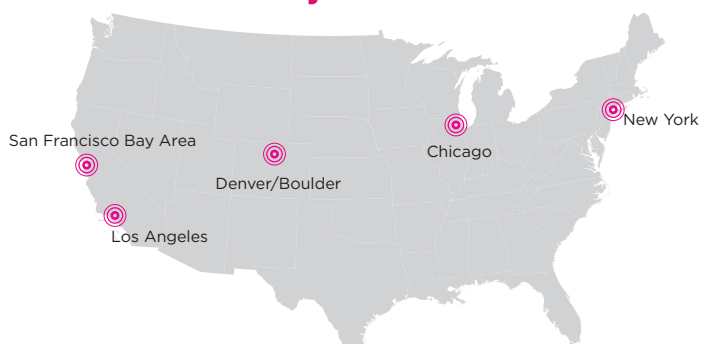


“UpStart is an unbelievable organization that gives tangible skills...and provides an extremely needed space to continuously fuel innovation, ask and answer critical questions for the Jewish future and to ensure that we’re always seeking to do better, think more creatively and to continue doing our parts to change the world.”

THE NUMBERS

FY18 and FY19 to Date

Project Hubs



Organizations and Leaders Served

FY18 - Full year

- 29 distinct project partners
- 678 individuals served across 165 organizations

FY19 TO DATE - First quarter only*

- 19 distinct project partners
- 181 individuals served across 104 organizations

*We are on track to meet or exceed the number of FY18 engagements for FY19 and beyond, while simultaneously refining our criteria for partner engagements in alignment with our strategic priorities.

“I trust UpStart for their caliber of programming, thoughtful employees, and depth of service to the community.”

THE FEEDBACK

91.5%

of participants were satisfied or very satisfied with their engagement with UpStart

92%

agreed or strongly agreed that they “learned useful tools and approaches to advance my work”

A Sampling of Our Project Partners

Together with these project partners, we’ve engaged individuals across the spectrum of Jewish communal life, from teen educators to synagogue administrators. See below for a selected list of our project partners.

- Bay Area Temple Administrators (BATA)
- The Max and Marian Farash Charitable Foundation
- Jewish Community Federation of San Francisco, The Peninsula, Marin, and Sonoma Counties - Microgrants and Teen Initiative
- Jewish Federation of Greater Los Angeles
- Jewish United Fund of Metropolitan Chicago - Campaign Division, Center for Jewish Philanthropy, and Community Foundation for Jewish Education
- Jewish Women’s Foundation of New York
- Program and Engagement Professionals of Reform Judaism (PEP-RJ)
- JPRO Network
- San Diego Teen Educator Coalition
- The Idea Institute’s Summer Sandbox
- The Jewish Education Project
- UJA-Federation of New York



SNAPSHOTS OF IMPACT



As we expand the picture of how Jews find meaning and come together, we want to illustrate that picture, too. Here are a handful of stories that show how we're giving more people the tools to affect change across the Jewish community:

Design, pilot, and launch with JPRO Network



JPRO Network, one of the largest organizations dedicated to inspiring and educating Jewish

communal professionals (many of them intrapreneurs!), wanted to connect its members more deeply, despite being spread across the country. Wanting to test their most critical assumptions, JPRO Network approached UpStart because of our expertise in designing and testing participant-driven programs. Using the data they previously collected, along with our extensive knowledge of the Jewish nonprofit sector, we supported the design and pilot of

their newest initiative, WellAdvised. This free, one-on-one advising program matches Jewish professionals with seasoned experts on a variety of topics, tapping into the wisdom in the Jewish communal field, and making sure it's accessible to the people who need it most. Through the pilot, WellAdvised recruited 12 volunteer advisors and provided 57 sessions to JPRO members, connecting and motivating the people who are working on the frontlines of Jewish communal life to learn and grow from each other.



“I enjoyed learning and working through problems with other professionals who work at Jewish organizations. I feel like we often face similar challenges and it is great to be able to brainstorm alongside one another. The tools we learn are extremely helpful.”

“UpStart workshops always reinvigorate the work I do with practical tools that can quickly improve productivity and any work environment.”

Shifting the NY landscape with UJA and the Farash Foundation



In partnership with **UJA-Federation of New York**, we're planting more seeds of change across the New York region. The UJA Intrapreneurship Fellowship is a highly-selective

program for rising leaders, embedded in various departments, who are ready to take up the mantle of change. Running from October 2018 through May 2019, this opportunity will cultivate a group of “resident innovators” who can lead the way for other change agents to follow in their footsteps. At **UJA Westchester**, we launched a Community Design Lab to move new initiatives from idea to success. Participants are local social entrepreneurs, intrapreneurs from local institutions, as well as nationally recognized organizations expanding their offerings in Westchester. Lastly, UJA requested our services to support the **National Jewish Family Building**

Coalition, a project exploring the potential for—and design of—a national network of Jewish family-building organizations. The partnership with UJA, as well as the far-reaching scope and depth of these programs, is emblematic of the work we hope to do in the future...and the work we hope to inspire across the country.

We're catalyzing change in other parts of New York, too. Together with the **Farash Foundation**, we're reimagining supplemental Jewish education in Rochester. UpStart will gather local stakeholders to analyze the current state of supplemental Jewish education in the region, learn from flourishing models in other geographies, and envision a vibrant future ecosystem of collaborative institutions, innovative educational models, and engaged families.



A cohort of changemakers with JUF in Chicago



Too often, people within organizations want to create transformation but aren't sure where—or how—to start. Our Chicago Innovation Fellowship is an intensive Change Accelerator that responds directly to this need. The first cohort welcomed ten Chicago leaders from organizations such as JUF, URJ, and Northwestern Hillel to strategically identify and frame new opportunities for growth within their current responsibilities; learn about the significance of buy-in and develop crucial partnerships in their change process; and experiment and test a prototype of a new

initiative. After a series of in-person gatherings, field work, and virtual small group coaching, the fellowship culminated in a community-wide prototyping event where fellows received real-time feedback from their constituents. And throughout this work, we're testing our own assumptions about how intrapreneurship can be most effective. We learned that focusing on middle management and investing in more community-building among the cohort will make an even stronger group of leaders for the next program.



As the fabric of Jewish life shifts, it is crucial that institutions and their leaders shift as well. Meeting constituents where they are, designing programs based on the community's needs, and empowering intrapreneurs are all ways to bring our community members into the fold.

UpStart is proud to do this work, and to be the lab, launch pad, and support system for institutions and their leaders to stretch and grow in new ways.



BE IN TOUCH

We are deeply grateful for your support as we empower bold change-makers to evolve Jewish life. To learn more about UpStart's work with intrapreneurs and institutions, or to explore ways of working with UpStart, please reach out to Emily Winograd, Innovation Lead for Intrapreneurs & Field: emilyw@upstartlab.org.

<http://upstartlab.org/>
UpStart Headquarters
1111 Broadway, 3rd floor
Oakland, CA 94607
p: (415) 536-5918
e: info@upstartlab.org

[f](https://www.facebook.com/upstartlab)/upstartlab [t](https://twitter.com/upstartlab) @upstartlab [in](https://www.linkedin.com/company/upstart-lab)/company/upstart-lab

UPSTART