

INSTITUTIONAL OUTCOMES: GOALS, STRATEGIES AND RESULTS

GOAL #1: DEVELOP LEADERSHIP

The Jewish United Fund/Jewish Federation of Metropolitan Chicago is devoted to grooming strong communal leaders to assure the vitality of Chicago's Jewish community now and in future generations.

Strategy: Extensive lay leadership involvement in committee work

2011 Results:

- 86 community leaders serve on the JUF/Federation Board of Directors, including:
 - 28 company presidents/CEOS/principals
 - 19 attorneys/legislators/lobbyists
 - 15 financial/banking/consulting executives
 - 7 real estate executives
 - 5 physicians/health care executives
 - 7 retail/marketing/manufacturing/construction executives
 - 4 foundation/non-profit/publishing executives
 - 3 management consulting/technology executives
 - 2 rabbis
 - 6 pharmaceutical/insurance/nursing home executives
 - 34 women

- 350 additional community members participate in the board's 30 standing committees.



Strategy: Jewish Leaders Institute

2011 Results:

- 23 professionals in their 30s-40s, selected for their leadership potential, began participation in an intensive Jewish Leaders Institute, grooming them for the institution's most senior leadership positions through orientation to JUF/Federation; organizational leadership training; education about Jewish history, values and community.

Strategy: Young Leadership Division, Young Women's Board and Young Women's City Council

2011 Results:

- 101 young professionals were engaged in a leadership capacity as members of the boards of the Young Leadership Division, Young Women's Board and Young Women's City Council, which in turn gained the participation of 4,933 individuals in 87 education, advocacy, fundraising and outreach events, setting them on the path to intensive Jewish involvement.

Strategy: Teen and College Leadership Initiatives

(Write-On For Israel, Voices: The Chicago Jewish Teen Foundation, Teen Leadership Awards, Lewis Summer Internships)

2011 Results:

- 55 participants from 12 area high schools engaged in Write-On For Israel, an intensive, two year Israel advocacy training program for high school upperclassmen. Over the eight years since its inception, more than 175 Write-On alumni have gone on to become JCRC/Hillel Israel Interns, Lewis Summer Interns, camp counselors and vocal pro-Israel campus activists.
- 21 high school students participated in Voices: The Chicago Jewish Teen Foundation, building their skills in philanthropy and grant-making.
- 12 outstanding high school juniors were named Chicago Jewish Teen Leadership Award winners.
- 28 college students participated in an intensive, eight-week work/study internship program in Chicago Jewish Communal Service, working for agencies and/or departments of the Jewish United Fund/Jewish Federation of Metropolitan Chicago.

GOAL #2: GROW RESOURCES

An unprecedented number of people in our local and global Jewish communities need assistance for basic human needs. The only way to fully meet these increasing needs is to grow available resources throughout the Federation system.

Strategy: Sustain and grow a strong, community-wide JUF Annual Campaign

2011 Results:

Campaign Total: \$78,773,343, compared to \$78,604,927 in 2010

Number of Donors: 34,475 compared to 35,600 in 2010

Strategy: Sustain and grow funding and sponsorships from Corporate Partners

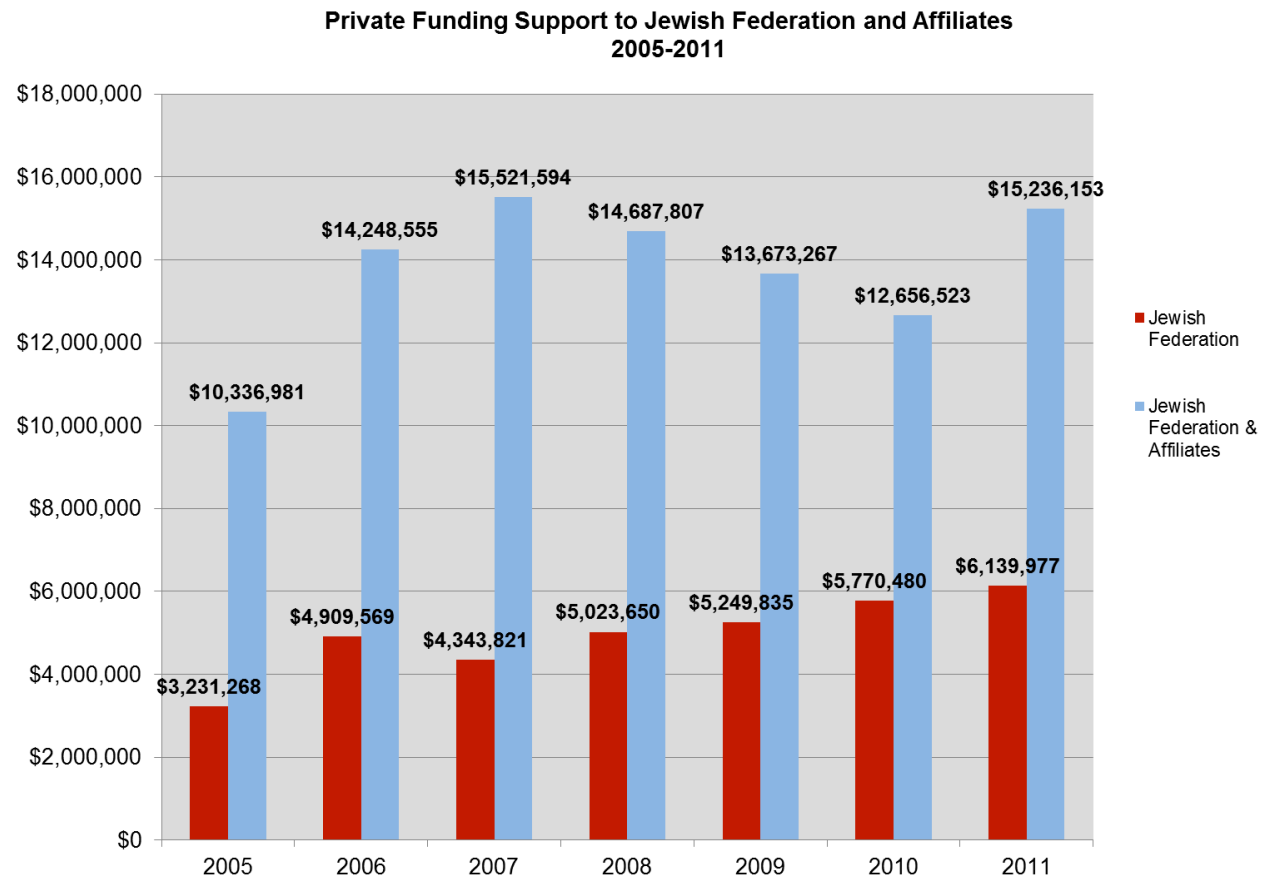
2011 Results:

\$945,000 raised from 117 corporate sponsors, compared to \$835,000 raised from 99 corporate sponsors in 2010.



Strategy: Sustain and grow funding from private foundations

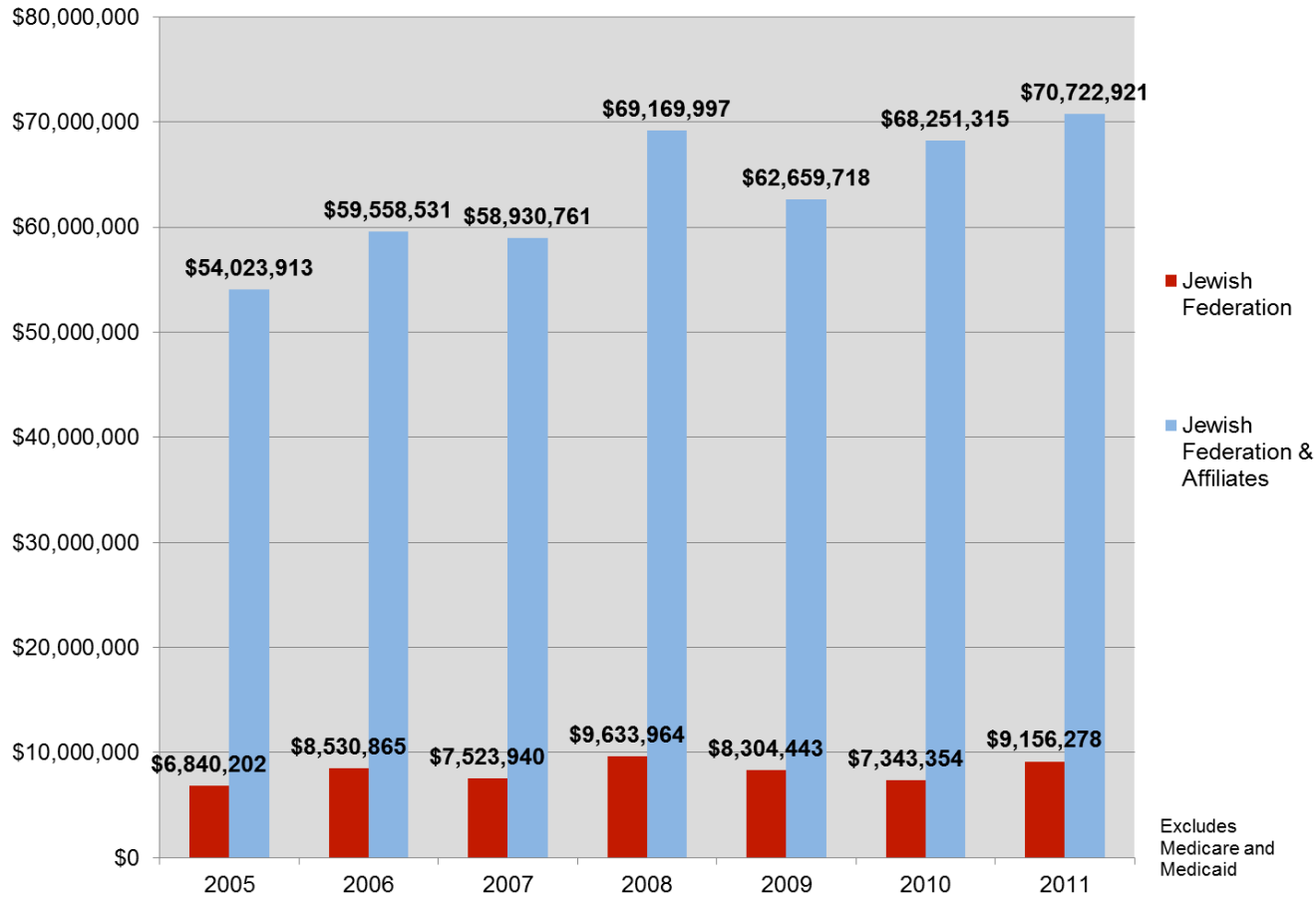
2011 Results:



Strategy: Sustain and grow funding from public sources

2011 Results:

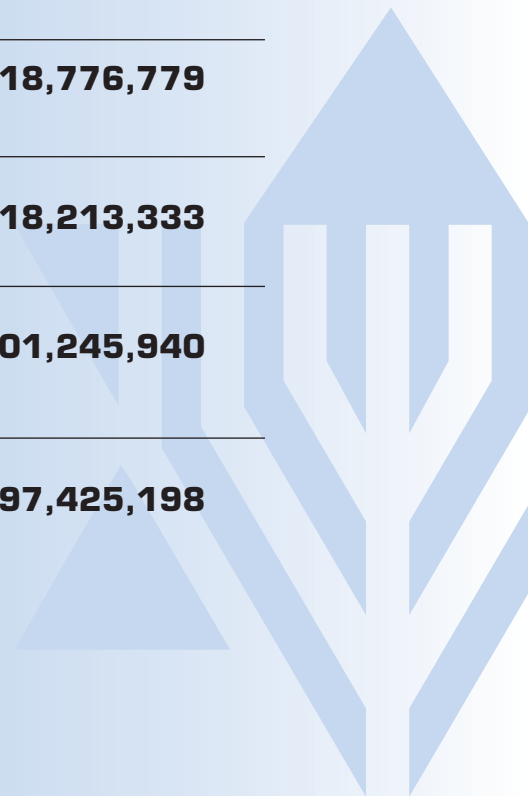
**Government Contracts Awarded to Jewish Federation and Affiliates
2005-2011
(dollars in millions)**



Strategy: Sustain and grow capital and endowments gifts through The Centennial Campaign
 (Federation's Legacy Fund, agency endowments and Jewish Day School Guaranty Trust Fund)

2011 Results:

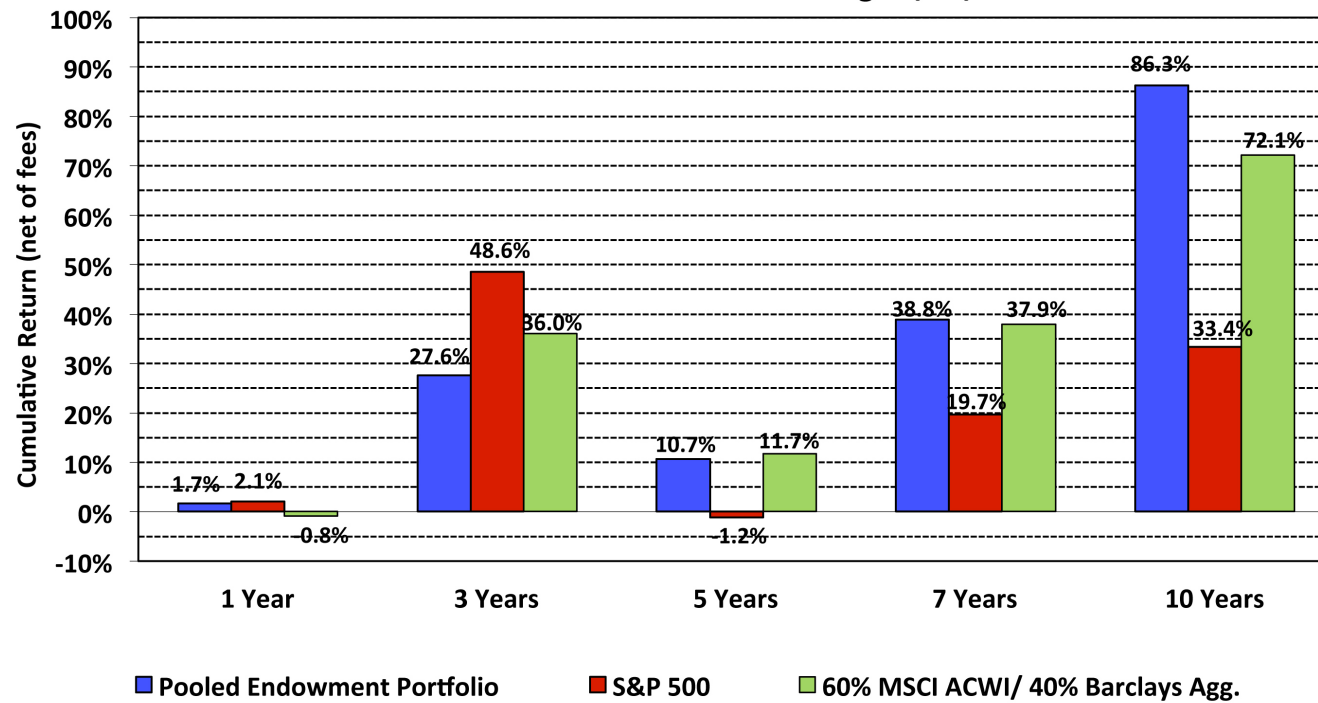
| Type of Gift | 2011 | Gift Amount | Total Gifts | Gift Amount |
|--|-------------|---------------------|--------------------|----------------------|
| Bequest Intentions/ Revocable Planned Gifts | 22 | \$7,371,870 | 351 | \$159,189,146 |
| Irevocable Planned & Dedicated Gifts | 6 | \$15,170,000 | 278 | \$118,776,779 |
| Matured Estate Gifts | 20 | \$2,751,871 | 675 | \$118,213,333 |
| Outright Current Pledge/Gift | 119 | \$6,561,373 | 2,089 | \$201,245,940 |
| Total | 167 | \$31,855,114 | 3,393 | \$597,425,198 |



Strategy: Sustain and grow income from investments

2011 Results:

Cumulative Returns for Periods Ending 12/31/11



GOAL #3: COST EFFICIENCY

With combined fund raising expenses of only 5.0% of total income, we offer a return on investment you can trust — at a time of great economic challenge. JUF/Federation's leadership role and centralized support services for our network of Jewish communal agencies offer tremendous cost-efficiencies.

- Strategy:** **Joint Insurance Purchasing Program**
(property, liability, unemployment comp, workers comp)
- 2011 Results:** Approximately \$200,000 aggregate savings
- Strategy:** **Joint Purchasing** (office supplies, IT equipment)
- 2011 Results:** \$244,000 aggregate savings
- Strategy:** **Common Server Group**
(comprehensive IT systems, services and support, including hardware and software)
- 2011 Results:** Approximately \$1.5-\$2 million aggregate savings
- Strategy:** **Facilities Management and Maintenance**
(acquisition/sales, construction/rehab, building operations & management)
- 2011 Results:** \$1,116,000 aggregate savings
- Strategy:** **Facilities Master Contracts**
(utilities, lawn care, snow removal, maintenance, waste hauling, etc.)
- 2011 Results:** \$465,000 aggregate savings
- Strategy:** **Borrowing, Loans and Loan Guarantees**
(taxable and tax-exempt borrowing and Central Banking & Treasury functions)
- 2011 Results:** Approximately \$2 million aggregate savings
- Strategy:** **Joint Funding/operation of government relations offices**
(9 cooperating JUF agencies invest in one government relations program that generated \$68 million in grants/contracts)
- 2011 Results:** Approximately \$3.5 million in aggregate savings.
- Strategy:** **Pooled Investment Portfolio** (centralized system-wide investments and money Management)
- 2011 Results:** Approximately \$250,000 in aggregate savings. (Note: we estimate that over the past decade, higher investment returns resulting from greater economies of scale and access to superior opportunities also has resulted in \$5-10 million dollars of incremental asset growth.)

GOAL #4: BUILD COMMUNITY AND ISRAEL SOLIDARITY

JUF/Federation is devoted to Jewish community-building and continuity. We encourage wide-ranging participation in Jewish community, seeking to engage people in Jewish life from across the spectrum of observance. Another fundamental institutional priority is supporting the State of Israel. In addition to devoting resources to humanitarian programs for Israelis in need, JUF advocates for the Jewish State in the public square, in the halls of power, in the media, and on college campuses.

Strategy: **Israel-Related Advocacy and Education** (JUF's Jewish Community Relations Council (JCRC) and its Israel Education Center, Israel Experience Programs, JUF Birthright Israel, Israel Solidarity Day, Israel Action Network, Iran Initiative, Shafton Israel Institute and Partnership Together)

2011 Results:

- Played a key role in the new national Israel Action Network, which is serving as a rapid-response team to help Jewish communities throughout North America fight anti-Israel boycott, divestment and sanctions campaigns.
- 3,050 college students engaged in Jewish activities on Illinois college campuses, raising their awareness of Jewish values, knowledge of Israel and commitment to the greater Jewish community.
- 2,505 teens gained knowledge and skills to better articulate support for Israel, and deepened their understanding of Israeli culture, history and current events, through JUF-supported programs in local high schools and Jewish summer camp.
- 1,347 Jewish young adults went on free trips to Israel courtesy of JUF Birthright Israel, strengthening their connection to the Jewish homeland.



- 575 youth received JUF-supported scholarships that helped them afford pivotal educational experiences in Israel.
- On 16 major campuses statewide, JCRC/Hillel Israel Initiative partners with other religious, ethnic and cultural groups to present pro-Israel programming. (Note: Since 2001, the Israel Initiative has employed over 100 Interns who have facilitated 500 programs attended by thousands of Jewish and non-Jewish students and faculty.)
- 4 major Illinois universities now have flourishing Israel Studies programs, established in partnership with JUF/Federation and exposing both Jewish and non-Jewish students to the true breadth and depth of Israel's contributions to technology, science, culture and society.
- The landmark new Reach Across Illinois Campuses program offers Israel advocacy programming on 10 of the 100 Illinois campuses without a formal Hillel presence. In its first summer, Reach brought seven faculty members to Israel from priority campuses.
- 55 participants from 12 area high schools engaged in Write-On For Israel, an intensive, two-year Israel advocacy training program for high school upperclassmen. Over the eight years since its inception, more than 175 Write-On alumni have gone on to become JCRC/Hillel Israel Interns, Lewis Summer Interns, camp counselors and vocal pro-Israel campus activists.
- 2,060 individuals strengthened their connection to the State of Israel through meaningful experiences in Chicago's Partnership Together region.

Strategy: Hands-on Volunteerism

(TOV Volunteer Network, Hillels of Illinois, Urban Immersion, TOV MTV, Camp TOV)

2011 Results:

- 1,885 community members of all ages volunteered their time through JUF's TOV Volunteer Network, providing hands-on assistance at both Jewish and secular community institutions in projects that ranged from serving meals to people in need to tutoring at-risk children.
- 25 college students from Chicago spent three intensive days during winter break in a service learning program, exploring urban issues and providing hands-on volunteer service to the community.
- 68 teens in grades 7-10 (plus 7 junior counselors in grades 11-12) from 39 schools participated in a week-long, interactive day camp held twice in August, combining service learning activities with hands-on volunteer work in the Jewish community and community-at-large.
- 106 teens in grades 6-12 from 32 schools participated in monthly community service projects.

Strategy: Joyfully Jewish Programming (Shalom Baby, PJ Library, Book Buddies, JUF Right Start)

2011 Results:

- 5,977 families with young children received free Jewish books and music each month through JUF's PJ Library program.
- 661 Jewish families with young children participated in "Joyfully Jewish" programs, exploring Jewish life and connecting to other Jewish families through arts & crafts, storytelling and holiday celebrations in public venues.

- 208 families received \$500 - \$1,000 JUF Right Start gift vouchers towards tuition at a Jewish early childhood program for their first child in their family to attend Jewish preschool.
- 225 new parents received “Shalom Baby” gift packages, which included free Jewish books among its offerings of welcome to Jewish newborns.
- 148 newcomers received informational “Shalom Chicago” gift packages.

Strategy: Teen Services (Camp TOV, TOV MTV, Israel Experience, Voices)

2011 Results:

- 551 teens and college students made a difference in the lives of poor Jews, seniors and people with disabilities through JUF-sponsored volunteer service.
- 575 youth received JUF-supported scholarships that helped them afford pivotal educational experiences in Israel.
- 68 teens in grades 7-10 (plus 7 junior counselors in grades 11-12) from 39 schools participated in a week-long, interactive day camp held twice in August, combining service learning activities with hands-on volunteer work in the Jewish community and community-at-large.
- 106 teens in grades 6-12 from 32 schools participated in monthly community service projects.
- 21 high school students participated in Voices: The Chicago Jewish Teen Foundation, building their skills in philanthropy and grant-making.

Strategy: Young Adults (Hillels of Illinois, Urban Immersion, YLD, Young Business Professionals, Russian Leadership Forum, Oy!Chicago)

2011 Results:

- 3,050 college students engaged in Jewish activities on Illinois college campuses, raising their awareness of Jewish values, knowledge of Israel and commitment to the greater Jewish community.
- 101 young professionals were engaged in a leadership capacity as members of the boards of the Young Leadership Division, Young Women's Board and Young Women's City Council, which in turn gained the participation of 4,933 individuals in 87 education, advocacy, fundraising and outreach events, setting them on the path to intensive Jewish involvement.
- 850 young business professionals attended 26 events focused on engaging the next generation of business men and businesswomen.
- 150 Russian-speaking Jewish young professionals came to 12 specialized events to connect with each other, with the broader established Jewish community, and with their own Jewish identity.
- Almost 50,000 unique visitors came to Oy!Chicago, the outreach blog for unaffiliated local twenty- and thirty-somethings.

GOAL #5: SUSTAIN COMMUNAL SERVICES TO MEET URGENT & EVOLVING NEEDS

JUF/Federation mobilizes the critical resources that provide food, refuge, health care, education and emergency assistance to 300,000 Chicagoans of all faiths who are in need. Federation funds a network of nearly 70 agencies and programs that care for people at every stage of life, regardless of the ability to pay, giving help and hope to the most vulnerable people in our midst.

Strategy: Population Study

2011 Results:

- JUF/Federation initiated a population study to examine the demographic composition of the Chicago area Jewish community, identify unmet needs, and understand the community's access to existing services.
- Information about population growth and suburban migration, household structure, intermarriage rate, effect of the recession on the community, congregational membership, and other demographics will be used by JUF/Jewish Federation and its agencies in designing and delivering needed services.

Strategy: Planning Process

2011 Results:

- Published a metropolitan area-wide analysis to better understand Federation and its agencies' access to and employment of government funding and to better position JUF/Federation and its agencies for social services at city, state, and federal levels. This included mapping where JUF/Federation and agency services are being delivered within political boundaries, and noting which of those services are receiving government dollars. This now allows the institution to demonstrate to public officials how many people are being assisted and employer in their district, the types of services being delivered, and how much government money is being invested in that political district. The analysis also included an assessment of government funding received by JUF/Federation agencies, which validated that currently government agencies are good partners in supporting a majority of the operating costs of agency programs defined as "government programs," though delays in payments are having a negative impact on the agencies' ability to serve.

- Assisted our 14 day schools with facilities management, security, governance, benchmarking, and resource development to build the schools' capacity to provide quality Jewish education.
- Played a key role in creating and convening the J-HELP Access Management Team, comprised of directors from CJE SeniorLife, Jewish Child and Family Services, and Jewish Vocational Service, to examine and address the increased needs emerging from the impact of the economic recession on community members.

Strategy: Allocations Process in support of Human Services & Jewish Continuity

(includes J-HELP, Core Allocations, Priority Grants and Interagency Programs, such as Holocaust Community Services)

2011 Results:

- 44,000 people received hot meals, groceries and home-delivered meals.
- 12,463 hot, nutritious meals were served at the JUF Uptown Cafe.
- 2,922 households received \$2.9 million in emergency financial assistance to pay for housing, healthcare and other critical expenses.
- 1,489 workers secured paid jobs.
- 1,606 people received assistance applying for public benefits.
- 1,452 people learned credit repair skills and business basics to write a business plan, secure loan funding, and start a microenterprise.
- 14,435 individuals received free or highly-subsidized mental and physical healthcare.
- 415 people were placed into more affordable, stable housing.

- 5,664 seniors received services enabling them to stay in their homes.
- 774 patients received free, life-preserving prescription medication.
- 614 low-income families received free or subsidized legal assistance.
- 550 special needs children and their families received intensive therapies.
- 20,728 children and youth engaged in Jewish learning and built stronger Jewish identities through formal and informal Jewish educational experiences.
- 2,458 students received tuition financial assistance at 14 local Jewish day schools.
- 822 children received scholarships for JCC camping and early childhood programming.
- 575 Holocaust survivors maximized their independence through in-home services, emergency financial assistance, group support, advocacy and socialization.
- Revamped JUF website averages 35,000 visits and 100,000 page views per month.

